Transformation Steering Group

Terms of Reference

February 2020

Contents

Version Control

Version	Description of version	Effective Date
1.0	Adoption	Feb 2020

Approvals

Approved by	Date
Strategic Director Corporate Resources, Chair of Transformation Steering Group	Feb 2020

Glossary of Terms:

Transformation Plan. The strategic document outlining considerations, approach and content of transformation activities over the four year period 2020-2024

Transformation Roadmap. The high-level charting and critical path of grouped projects in relation to the four year period 2020-2024

Transformation Programme. The collective sum of all transformation projects and activities needed in order to follow the Transformation Plan and roadmap.

Annual Work Plan. The projects in each theme that are required from 1st April to 31st March in any given year.

1.0 Purpose

The purpose of the Transformation Steering Group is to develop, coordinate and manage transformation activity across the Council and ensure that service improvements and savings are delivered in line with the Corporate Plan, Transformation & Business Change Plan and Medium Term Financial Plan.

2.0 Objectives

- Provide the overarching governance and decision making framework for the Transformation Programme

- Agree the overall programme goals, objectives and priorities on an annual basis and over a four year period from April 2020 to March 2024.

- Monitor and manage programme progress, savings and impact and ensure projects are managed through the corporate standard as documented in the project toolkit.

- Provide a robust challenge and scrutiny function for all projects and reviews.

- Manage high-level interdependencies and risks associated with all transformation programmes and the wider change agenda or corporate priorities.

- Strategically identify, prioritise and allocate resources to programmes and projects, re-aligning where necessary

- Identify and develop funding and resource plans designed to assist in the delivery of the programme

- Coordinate with the Council Medium Term Financial Plan and any agreed saving targets

- Ensure reviews deliver against their outcomes, KPI's, budgets, timescales and business benefits, as identified in their business cases, where possible

- Put in place an over-arching effective communications and engagement strategy, sharing key messages with employees, members and partners as required

- Ensure that programme leads are adequately supported in their work and held to account for the delivery of their responsibilities.

3.0 Roles and responsibilities

3.1 Chairman
- Effectively chair and facilitate Group meetings to ensure agenda is covered and all views actively sought and considered

- Commit to effective and efficient programme governance

- Encourage and facilitate open conversations that may at times be difficult, working towards consensus amongst all members

- Arbitrate when disagreements arise and seek resolution

3.4 Programme director

- Responsible for the success of the Transformation Programme, ensuring the Group remains focused on achieving its objectives and realising the expected benefits

- Track progress and monitor the delivery plan for the transformation programme

- Escalate concerns from the projects to the Transformation Steering Group

- Develop a programme risk register to align with the Corporate Risk Register

- Where concerns are exist, e.g. a project is experiencing delays because of organisational blockers, step in to help resolve these or escalate to Transformation Steering Group depending on situation.

- Provide stability in the development, adoption and maintenance of the programme

3.3 Transformation theme chair

- Escalate concerns from the projects to the Transformation Steering Group in relation to their annual work programme.

- Track progress and monitor the delivery plan for their transformation theme

- Develop a theme risk register to align with the programme risk register

3.4 Group members

- Facilitate change and champion the programme to internal/external stakeholders

- Review papers, attend meetings and complete actions as agreed

- Seek to reach consensus opinions within the Group wherever practicable and consider matters from other perspectives, including the public and staff

- Promote partnership working to engender trust amongst board members and encourage creative and collaborative relationships to develop

4.0 Meetings

The Transformation Steering Group will meet once every six weeks.
Agenda and papers will be circulated at least three working days in advance of the meeting. Minutes and actions will be circulated within five working days after the meeting.

A standing agenda will be provided that will include discussion of the action log from the previous meeting, key decisions and new actions and the plan for resolution as well as updates on projects of work in each core theme in the Transformation & Business Change Plan.

Reports on progress will be submitted to the Leadership Team twice a year. [April & September]

Reports on progress will be submitted to Finance and Management Committee once a year. [April]

5.0 Governance

5.1 Corporate Governance

The progress of the Transformation Plan, as managed through the Transformation Steering Group, will be documented through the corporate performance framework established to govern the Corporate Plan. Specifically, a quarterly requirement to document progress against the following:

Theme:	Our Future
Sub Theme:	Transforming the Council
Objective:	Provide modern ways of working that support the Council to deliver services to meet changing needs.

There are several projects included in the Transformation & Business Change Plan that also have a direct requirement to update their progress as part of the management of the Corporate Plan, this will be down to the Chair of each Transformation theme to report via the appropriate corporate performance channel. The commitment of the Transformation Steering Group is to provide progress updates on the entirety of the programme.
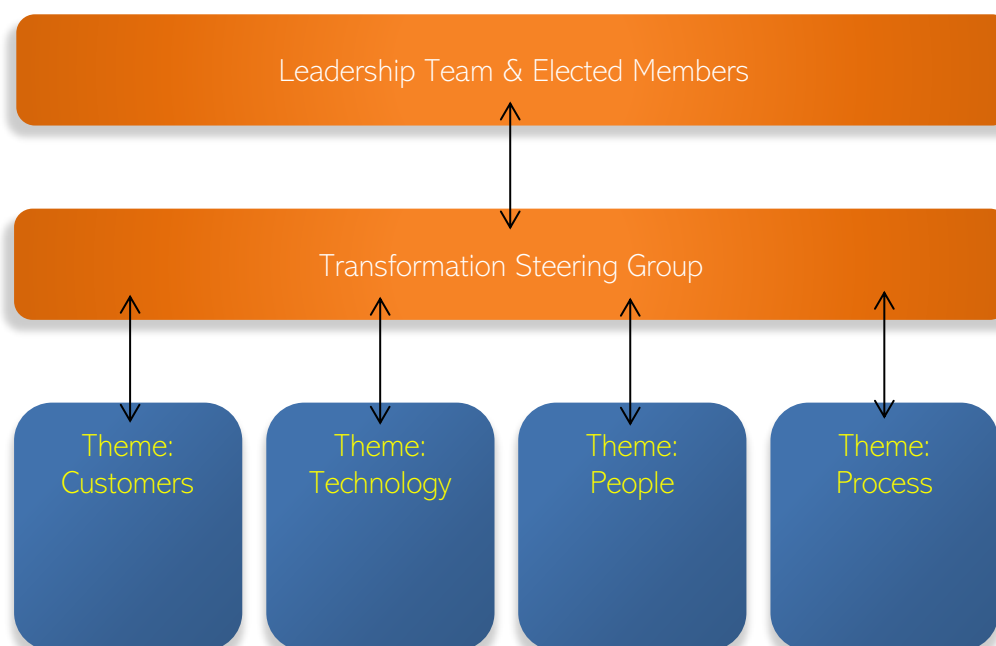
5.2 Programme and Project Governance

The Transformation & Business Change Plan imposes four building blocks to success, which have been documented and are referred to as transformation themes. A Chair of each theme has been appointed to manage its progress and provide representation at the Transformation Steering Group

Each theme has established a working group and will submit and annual work programme to the Transformation Steering Group in line with the Transformation Roadmap. Each Chair will ensure projects are operating to the corporate standard as defined in the Project Toolkit

5.3 Membership

Position	Role on Transformation Steering Group
Core Membership	
Strategic Director Corporate Services	Chair
Strategic Director Service Delivery	Deputy Chair, Group member
Head of Business Change, ICT & Digital	Programme director, Group member
Head of Customer Services	Group member, Chair of customers theme
Head of Organisation Development and Performance	Group member, Chair of people theme
Business Change Manager	Programme manager
Co-opted Membership	
Head of Finance	Co-opted member
Other Heads of Service, Project dependant	Co-opted member

5.4 Structure

6.0 Review

The Transformation Steering Group will meet for the duration of the current Transformation & Business Change Plan 2020-2024. The Terms of Reference will be kept under review and amended as necessary.