

Transformation Steering Group Terms of Reference

Objectives

The Transformation Programme aims to improve the performance, efficiency and effectiveness of the Council. It may involve redesigning processes, systems and structures, as well as changing the behaviours and skills of the workforce aligning with the values of Council i.e. One Team, One Council.

To act as a steering group for the Council's Transformation Programme to ensure that it is aligned with the Council Delivery Plan and can be delivered effectively.

Responsibilities

1. To agree an overall programme to achieve the objectives of the Council Delivery Plan
2. To align the programme with the Council's Medium Term Financial Plan and agreed saving targets
3. To agree, support and drive forward the delivery of transformation initiatives, providing strategic oversight, direction and challenge in line with that programme
4. To review the top-level transformation portfolio including benefits realisation, milestones, accountabilities and capacity.
5. To authorise individual projects in the programme to continue at each decision point
6. To monitor and comment on the extent to which the current and future portfolio of transformation is on track to deliver the right outcomes and cultural change.
7. To facilitate change and champion the programme to internal/external stakeholders
8. To monitor the planned savings for each programme against delivery
9. To resolve strategic and directional issues between projects that need the input and agreement of senior stakeholders to ensure progress
10. To review the programme risk register and proposals for mitigation (aligned with the Corporate Risk Register)
11. To ensure that where resources are necessary they are provided in accordance with project need, project outputs and business requirements.

Accountability

The Group is an officer Group, Chaired by the Chief Executive and is accountable to Cabinet. The Group will also provide information as required to Corporate Scrutiny and Audit and Governance committees.

Scope

The Group will cover both General Fund and Housing Revenue Account transformation programmes.

Frequency of Meetings

Meetings will be arranged to take place on a monthly basis. Meetings to be held either in person or via Teams. The Chair may call additional meetings which are deemed necessary.

Secretariat

An agenda for each meeting will be distributed at least seven days ahead of the meeting with an action log maintained.

Membership

- Allison Thomas – Chief Executive (Chair)
- Andy Barton – Director of Communities
- Paul Stone – Director of Resources
- James Arnold – Director of Place
- Mike Murphy – Head of Human Resources
- Elizabeth Warhurst – Head of Legal and Support Services
- Nicola Merrin – Project Manager