

 <p><b>ABERDEEN</b> CITY COUNCIL</p>	<p><b>Programme Management Office</b></p> <p><b>TERMS OF REFERENCE</b></p>	<p><b>Governance Arrangements</b></p>
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<b>Title</b>	Strategic Transformation Committee		
<b>Lead</b>	Angela Scott		
<b>Date</b>	23 August 2017	<b>Version</b>	V1.0

### Purpose

The purpose of the Strategic Transformation Committee (STC) is:-

1. To ensure that service improvements and savings are delivered in line with the Council's Transformation Objectives, namely:
  - To deliver the Digital Strategy by 2020
  - To deliver the Target Operating Model by 2020/2021,
  - To deliver approximately £125 million of benefits realisation (or savings) over five years (2018/19 to 2022/23);

And in terms of the above:-

- To control and allocate sums from the Transformation Fund for the implementation of the Target Operating Model, such sums to be allocated on a savings/cost reduction return for investment basis
  - To utilise existing public sector procurement framework agreements to engage a strategic digital partner to work with services to identify digital outcomes and support their delivery within the Target Operating Model
  - To undertake overall management of, and approve major proposals for change to, the Council's resources, including finance, people, staffing structures, systems and technology, and property.
2. To provide strategic direction to the Transformation Portfolio, as well as monitor progress and resolve issues that may compromise delivery of the objectives and agreed benefits.
  3. To consider and make key decisions on business cases, proposals and cases for change, presented by the Programme Delivery Boards, in conjunction with the assurance and recommendations from the Control Boards.

No initiative will be added to the Transformation Portfolio or final strategic decision made in relation to the Transformation Portfolio without consideration by the STC.

**Strategic Transformation Committee Remit and Responsibilities**

1. To be responsible for the overall Target Operating Model and Strategic Design Principles
2. To agree the overall Transformation Portfolio goals, objectives and priorities
3. To allocate funding as appropriate from the Transformation Fund within the agreed budget
4. To provide strategic direction to the Transformation Portfolio
5. To provide oversight and stewardship of the Programmes in the Transformation Portfolio
6. To monitor and manage each Programme's progress, benefits realisation (savings) and impact
7. To monitor spend against profiled budget and forecast outturns of the Transformation Fund
8. To identify, prioritise and allocate resources at a strategic level to programmes and projects, re-aligning where necessary
9. To determine the recommendations in business cases, proposals and cases for change from Programme Delivery Boards including in respect of the appointment of a Strategic Digital Partner
10. To approve and make key decisions on business cases, proposals and cases for change
11. To manage high-level interdependencies and risks associated with all Transformation Programmes and the wider portfolio of change
12. To establish an over-arching effective communications and engagement strategy, sharing key messages with employees, members and partners as required
13. To review and approve Transformation Portfolio communications

**Membership**

Membership of the STC is:

- The five Group Leaders

**Governance and Reporting Arrangements**

- The STC has the delegated authority to approve and deliver the Transformation Objectives, supported by officers;
- The STC aim to meet a minimum of once a month;
- The STC must have at least 3 voting members to be quorate;
- A typical meeting may have several progress reports and decisions to review;
- Progress on each Programme will be provided to the STC via a committee report;

- The committee report will outline progress against objectives, benefits realisation, along with any actions/decisions required from the STC;
- The committee report will be presented by the relevant Programme Senior Responsible Owners (SROs) as necessary;
- Proposals, business cases and cases for change, as well as requests for direction or change control, will be presented by the relevant Programme SRO;
- The STC will decide a course of action for all required decisions;

*The role of and requirement for the STC will be reviewed as part of the report on the new governance framework being provided by Head of Legal and Democratic Services to Council in March 2018*

## Glossary

- **Transformation Portfolio** - Programmes and workstreams which, together, achieve the Transformation Objectives
- **Digital Strategy** - The Council's Digital Strategy agreed at Finance, Policy and Resources on 20 September 2016
- **Programme Delivery Boards** - Develop business cases and future service designs; manage the delivery of programmes
- **Control Boards** - Review and ensure design, business cases and implementations adhere to designs; costs; realise benefits and meet outcomes
- **Target Operating Model** - The system of management and delivery of Council Services as provided for and agreed at Council on 23 August 2017
- **Strategic Design Principles** - Customer Service Design; Organisational Design; Governance; Workforce; Process Design; Technology; Partnerships & Alliances
- **Transformation Fund** - Dedicated investment fund to support the delivery of the transformation objectives
- **Strategic Digital Partner** - An external partner to support the Council to realise its digital transformation. A digital partner will enable access to three key capabilities: Senior, strategic advisory support; Digital consultancy support; and Digital technical support. The role of the partner is to provide access to all of these capabilities, as and when required and to work with the Council for the delivery of digital outcomes