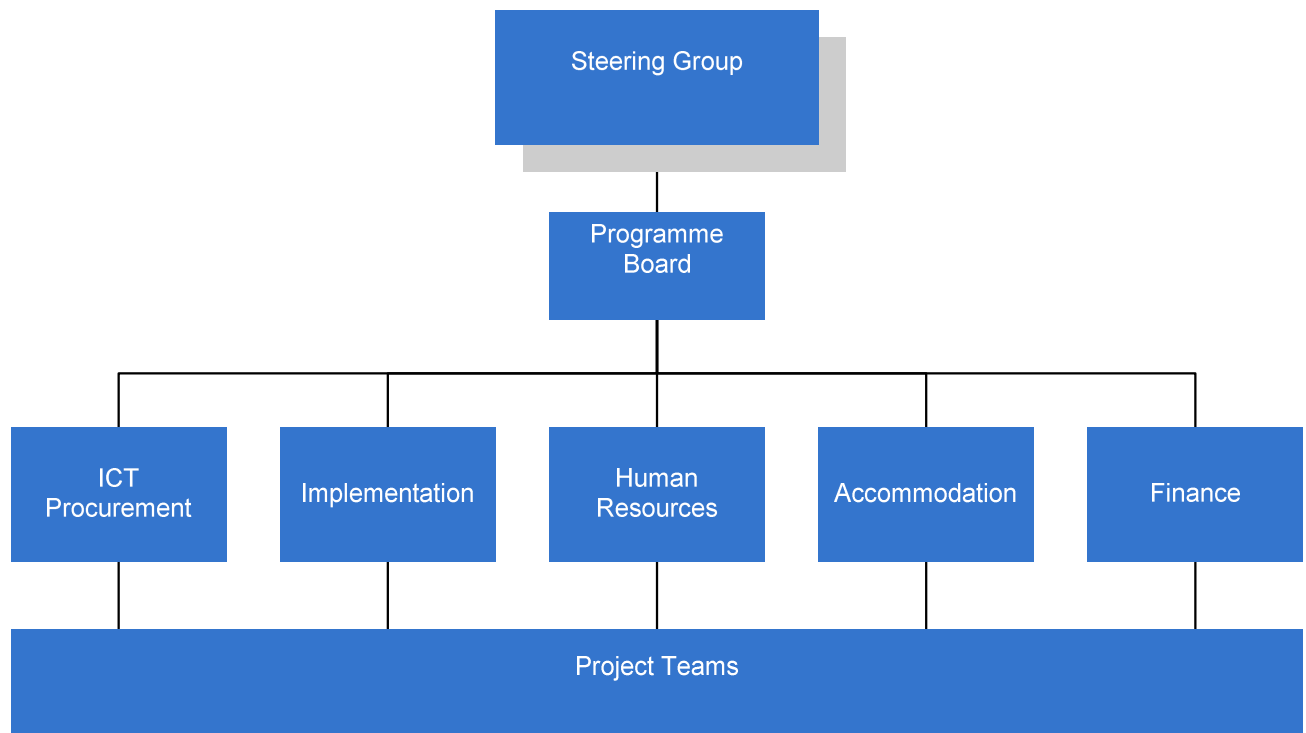


PROPOSED TRANSFORMATION PROGRAMME GOVERNANCE



Steering Group

- **Makeup:**
 - Executive
 - Chairs & Vice-Chairs
- **Supported by:**
 - The Chief Executive and Directors
- **Responsible for:**
 - The overall direction of the programme
 - Providing a high-level strategic steer
 - Championing the Programme to internal/external stakeholders
 - Creating an environment in which the Programme can thrive
- **Meeting frequency will depend on:**
 - A requirement to review Programme direction against strategic priorities but anticipated 2 or 3 times per year

Programme Board – SMT

- **Makeup:**
 - Chief Executive and Directors
 - Head of Finance to monitor expenditure against profile
 - Heads of Service as work stream managers
 - 1x Head of Service as Benefit Realisation Manager

- **Responsible for:**
 - Confirming and communicating the Programme Vision;
 - Approving the Programme Blueprint and the means of achieving it;
 - Authorising any minor deviations from the agreed Programme stage (tranche) plans;
 - Reporting the completion of each tranche, including the deliverables, to the sponsoring group prior to start of the subsequent stage;
 - Ensuring that the required resources are available;
 - Resolving any conflicts escalated by the Programme/Project teams,
 - Monitoring the risk(s) associated with the Programme including those escalated from Project level;
 - The quality assurance for the Programme and its associated Projects;
 - Resolving deviations from plans or escalating issues to the Sponsoring Group or Council formal bodies as necessary;
 - Measuring the delivering against the benefit profiles; and
 - Oversight of transition and issue resolution from new ways of working to business as usual.
- **Meeting Frequency:**
 - Monthly, plus as and when issues arise

Notes:

- Reports on the progress of the programme, including any requirement for key decision making, will be through existing member arrangements at the two Councils. Normally this will only be at the beginning of the programme, the end of the programme and at the end of each tranche when approval for a new tranche is required. However any major deviations from the agreed Programme stage (tranche) plans will need to be reported on an ad hoc basis.
- Corporate Performance and Resources Scrutiny Panel at SHDC and Overview & Scrutiny Committee at WDBC will scrutinise the programme and provide a quality control function.
- Strategic risks associated with the Programme will be monitored through the Audit Committees on a six monthly cycle.