

## Transition, Transformation and Change (TTC) Board Terms of Reference

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Next Review: September 2023

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### OVERVIEW

<b>Chairs</b>	Chief Executive
<b>Administrator and Secretary</b>	Programme Support Officer Project and Change Assistant, Business Change
<b>Frequency of Meetings</b>	Fortnightly every Tuesday at 3pm.  Agendas will be sent every Friday in advance of the Tuesday meeting
<b>Duration of Meetings</b>	120 min
<b>Quorum</b>	The meeting will be quorate with the attendance of half of core members, including chair or deputy chair

<b>Core Membership</b>	
Duncan Sharkey	Chair
Alyn Jones	Executive Director for Strategy, Localities and Workforce (Deputy Chair)
Chris Hall	Executive Director of Community Services
Mickey Green	Executive Director of Climate and Place
Jason Vaughan	Executive Director of Resources & Corporate Services (s151)
Mel Lock	Executive Director of Adult Service

Trudi Grant	Executive Director of Public Health
Claire Winter	Executive Director of Children & Family Services
Alastair Higton	Programme Manager
Sarah Hawkins	Programme Manager
Roshan Robati	Programme Manager
<p>Should a board member be unable to attend a meeting, they must nominate a fully briefed deputy to attend in their place, who is able to make relevant decision and influence conversations</p> <p>Additional colleagues may be invited to report on specific programmes of work, priority areas and/or to contribute to specialised areas of discussion depending on the agenda. These include but not limited to:</p> <ul style="list-style-type: none"> <li>• Service Directors</li> <li>• Benefits Lead &amp; Analyst</li> <li>• Senior Project and Change Managers</li> <li>• Lead for Risks and Issues</li> <li>• Communication lead</li> </ul>	

## 1. Introduction

This document details the Terms of Reference (TOR) for the Transition, Transformation and Change (TTC) Board.

This is an interim board which oversees the planning and mobilisation of the new Somerset Council Transition and Transformation programmes. Once the scope of transition and transformation activities is defined this board and this TOR will be reviewed to move to its substantial and permanent structure and responsibilities.

The scope of responsibilities of this board expands to all aspect of change, service alignment/improvement and transformation across the organisation.

## 2. Purpose of the Board

The purpose of the Transition, Transformation and Change (TTC) Interim Board is:

- 2.1. To provide overall direction and leadership for the Transition and Transformation Programme

2.2. To ensure we have a programme of work in place that will achieve the LGR (Local Government Reorganisation) Business Case objectives, Corporate Plan, Medium-Term Financial Plans, wider system changes and any legislative requirements

### **3. Responsibilities of the Board**

The TTC Interim Board is responsible for:

- 3.1. Planning and mobilising Transition programme. Critical deliverables during Transition will cover:
  - 3.1.1. Service alignment (all services) including of processes, data, and systems, to optimise and begin delivering efficiencies:
    - 3.1.1.1. Any alignment work should be underpinned by organisational vision, values, corporate plan, operating model, and customers' needs.
    - 3.1.1.2. Service alignment will be prioritised based on the intelligence and analysis from the transition matrix.
  - 3.1.2. Further development of "people change" including:
    - 3.1.2.1. Culture change.
    - 3.1.2.2. Workforce model to identify staffing levels.
    - 3.1.2.3. Establishment Control for the organisation.
    - 3.1.2.4. Optimal organisational structures.
    - 3.1.2.5. New skills and competency requirements for employees.
    - 3.1.2.6. Training needs.
  - 3.1.3. Further development of in-house talent to create the right competencies and capabilities for the new organisation in areas such as:
    - 3.1.3.1. Project, Programme, and change management.
    - 3.1.3.2. Continuous Improvement.
    - 3.1.3.3. User-centred Approaches.
    - 3.1.3.4. Information and Communications Technology, and Digital.
- 3.2. Development of strategies that the new council will require but were not critical for Vesting Day.
- 3.3. Ongoing development of a transformation pipeline for the new council, based on available data, insight and driven by the council's strategic priorities.
- 3.4. Confirmation of what the portfolio of transformation programmes under the TTC governance would look like
  - 3.4.1. These programmes will need to be considered strategically as part of all Somerset Council transformation activity (i.e., Children's, Adults and Public Health)
- 3.5. Understanding resources and capabilities required to deliver Transition and Transformation alongside each other

- 3.6. Develop and agree internal governance for Transition and Transformation Programmes.
- 3.7. Ensure appropriate closure of LGR Tranche 1 activities including sub-workstream closure where appropriate
- 3.8. Supporting communication and engagement across the programme and ensure stakeholder relationships are strengthened both inside and outside of the organisation
- 3.9. Supporting a collaborative approach to identify cross-cutting issues, risks, themes and/or enabling functions and escalate accordingly
- 3.10. Offer leadership to support the development of the products and business changes for transition programme and ensure the design and delivery align to the strategic objective

#### **4. Principles of the Board**

The board members will ensure that any work they do:

- 5.1 Has Somerset residents' interest at heart
- 5.2 Is aligned to the Somerset Council corporate plan and operating model
- 5.3 Is Evidenced- based
- 5.4 Is Sustainable, productive, and affordable
- 5.5 Is Outcome-focused
- 5.6 Improves operational consistency

#### **5. Conflict of Interest Declaration**

The board Chair will ask at the beginning of each meeting for declarations of conflicts of interest relating to agenda items. If a board member has a direct or indirect connection with an item on the agenda which may impact on their ability to discuss and reach decisions objectively, they must declare a conflict of interest to the Chair. A decision will be reached as to whether it is appropriate for the individual to be involved in discussions and/or Decision making

#### **6. Review of Terms of Reference**

These terms of reference will be reviewed in September 2023 when we expect the board to move to its permanent function which is the oversight on all change and transformation activities across the Somerset Council.

## Appendix: Sample Agenda

Item No	Time	Item	Item Owners	Purpose of item
<b>Meeting Governance</b>				
1.	3:00	Action Log		
<b>Items for Decision-making/Approval</b>				
2.				
3.				
<b>Items for Discussion</b>				
4.				
5.				
<b>Items for Information</b>				
6.				
7.				
<b>AOB</b>				
8.				