

# DIGITAL TRANSFORMATION GOVERNANCE BOARD

## Terms of Reference

**PURPOSE: To create a single oversight and governance function for all digital initiatives across the council, with partners and council-owned companies.**

- To ensure a Digital Transformation Strategy is in place and regularly refreshed.
- To drive and promote the benefits of a holistic approach to digital transformation and business change.
- To embed the Digital Strategy in everyday practice and ensure appropriate advice is sought and acted upon when initiating change projects.
- To ensure the planning and delivery of One City objectives related to Digital Inclusion and/or Connected City ambitions.
- To prioritise council resources and allocated budgets in relation to the Digital Transformation Programme.
- To act as an arbiter if service area approaches are not aligned to the Digital Transformation Strategy.

### 1. Governance Board Purpose

The Digital Transformation Governance Board is responsible for setting the direction for and exploit the benefits of the use of technology through approved corporate software platforms and technical approaches for the council.

In the context of this Governance Board, the Digital Transformation remit will cover:

1. IT and Digital Transformation projects
2. Business change requiring IT systems/networks
3. Technology-led innovation and technology proof of concepts
4. In-home technology and technology enabled care initiatives
5. Digital inclusion initiatives
6. Digital Place/Smart City projects utilising new technology and systems
7. Utilisation of corporate networks and infrastructure
8. Provision of professional services utilising council network and systems
9. Governance of corporate platforms and appropriate usage and configuration

The Governance Board will cover all activities performed by, or on behalf of the council, via internal change projects/programmes, partners, suppliers, and council-owned companies.

Where there is lack of consensus the final decision will rest with the Chair.

## 2. Governance Board Accountabilities

The Digital Transformation Governance Board accountabilities cover two distinct areas:

### The Digital Transformation Programme

- Be accountable for the definition and delivery of the Digital Transformation programme and associated business case
- Lead on digital transformation strategy development as part of other associated strategies such as Smart City/Place, Data and Insights, Digital Inclusion, Organisational Transformation, Channel-Shift, Data Management, Commercialisation and partnership/collaborative working
- Act as the decision-making authority on key programme decisions
- Understand and manage the impact of change and provide assurance for operational stability and effectiveness through the programme delivery cycle
- Monitor delivery against programme plan and approve significant changes
- Approve all new projects within the programme and any significant changes to current projects
- Define the risk thresholds for the programme and its constituent projects and ensure risks are actively managed
- Provide visible leadership, direction, and commitment to the programme, promoting the 'one council' narrative as part of the goals and success of the programme
- Provide programme resources
- Ensure the integrity and close monitoring of the benefit realisation plan.
- Approve all key programme and project governance related documents

### Proposals and initiatives outside of the Digital Transformation Programme

- To be an advocate for the benefits of a holistic approach to digital transformation and how it aligns with wider council transformation work, such as Common Activities. This approach will help improve the efficiency and effectiveness of our systems which will give citizens a better experience and reduce our costs
- To champion the improvement of service delivery using technology-led innovation and change.
- To promote culture change within the organisation to encourage services to consider digital transformation as part of their change projects.
- Approve and ensure compliance with 'Digital Principles'. Alongside corporate strategies and policies, these will underpin decision making and provide clarity to colleagues on the criteria against which decisions (related to projects, programmes, and procurements) will be reviewed.
- Act as the arbiter of conflict between service area proposals/innovations and the Digital Transformation Strategy
- Act as oversight and arbiter for other governance boards with digital transformation in their scope, such as the Data and Insights Board and the Information Governance Board

- Undertake a holistic view of change projects to determine the appropriate approach to be undertaken to meet the Digital Strategy. This may require a long-term view to be taken and additional costs, or extended timescales for the projects.
- Ensure outputs of other associated governance boards are reflected into the work programme and that consistency of approach is achieved. This will include Data and Insights Board and Information Governance Board

### 3. Behaviours



All members of the Governance Board and Digital Transformation Programme Team will operate within the organisation's values and behaviours framework.

Within this wider context, the Programme Board will:

- **Demonstrate commitment to the Digital Transformation Programme** by operating as an ambassador for the change across the organisation and partner organisations
- **Take ownership of appropriate risks and actively seek mitigation where possible**
- **Be aware of the bigger picture and how it may affect all projects and programmes** - each Board member is responsible for actively identifying and flagging interdependencies and potential threats, opportunities and issues.
- **Work collaboratively as one team** - respecting what each other brings, listening to everyone's views, collectively sharing both successes and challenges; be committed to creating the necessary environment for success.
- **Operate in an environment of transparency and honesty** – positively recognising the value of a red status flag, asking for and listening to bad news and remaining objective and evidence based.
- **Ensure meetings are structured** – all members committed to delivery and reducing unnecessary bureaucracy, but ensuring necessary information is provided to inform decision making and manage risk. The meetings should follow a standard agenda, have pace and be decisive. Papers need to be provided in advance and on time wherever possible.

## 4. Governance Approach

### Decision Pathway

It is the intention to establish the Digital Transformation Governance Board remit across the current Decision Pathway approach.



### Pre-EDM

To include a new requirement that all proposals intended to move to a Directorate's EDM (G&R, People or Resources EDM) on the decision pathway will be triaged by the Architecture Review Board, on behalf of the Governance Board.

#### Pre-EDM pathways

##### 1. Change Service Projects - Architecture Review Board (via OBC/FBC)

Any projects being taken through a Change Services PMO-managed outline/full business case process should already have hooks into the Architecture Review Board where any concerns or alignment issues to strategy/policy can be raised and addressed. Any concerns will be escalated to the Digital Strategy Owner via email: DTdecisionpathway@Bristol.gov.uk

##### 2. Other projects or initiatives

Any council officer can refer a project or idea to the Digital Strategy Owner at any time via email: DTdecisionpathway@Bristol.gov.uk

#### Pre-EDM outcomes

All innovations and proposals will be reviewed for alignment with the appropriate Corporate Strategies (to include those pertaining to IT Strategy, Digital Strategy, Information Assurance and Data/Insight Strategy). Any risks or concerns will be discussed with the report's author to agree mitigation/rectification before proceeding to EDM.

This requirement may be accelerated by seeking advice from the councils' Enterprise Architecture function or associated governance processes (Architecture Review Board, Software Approval Board etc) that demonstrates appropriate governance/discussions being undertaken.

The outcome of this triage will be limited to:

- 1. No anticipated impact or need for further review.**

Approved to proceed through the Decision Pathway to a Directorate's EDM without need for consideration by the Digital Transformation Governance Board prior to EDM/CMB/CLB.

**2. Clarifications or concerns raised will require further professional advice and/or mitigations**

The proposal will need to be updated with appropriate mitigations/rectifications in place and sent to Digital Strategy Owner for triage before approval to proceed to EDM.

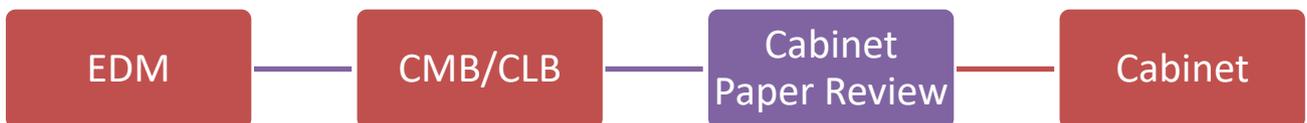
In the event of a disagreement with any requested mitigations/rectifications, the proposal author can ask for this to be reviewed by the Digital Transformation Governance Board at the next available meeting.

**3. The proposal will need to be taken to Digital Governance board**

There is consideration needed to further explore a potential strategic issue or prioritisation. In most cases, the need to be reviewed by the Digital Transformation Governance Board will be a formality and not necessitate further work.

*Digital Transformation Governance Board*

The Digital Transformation Governance Board will consider the proposal as part of the Board's function and decide how the proposal should proceed.

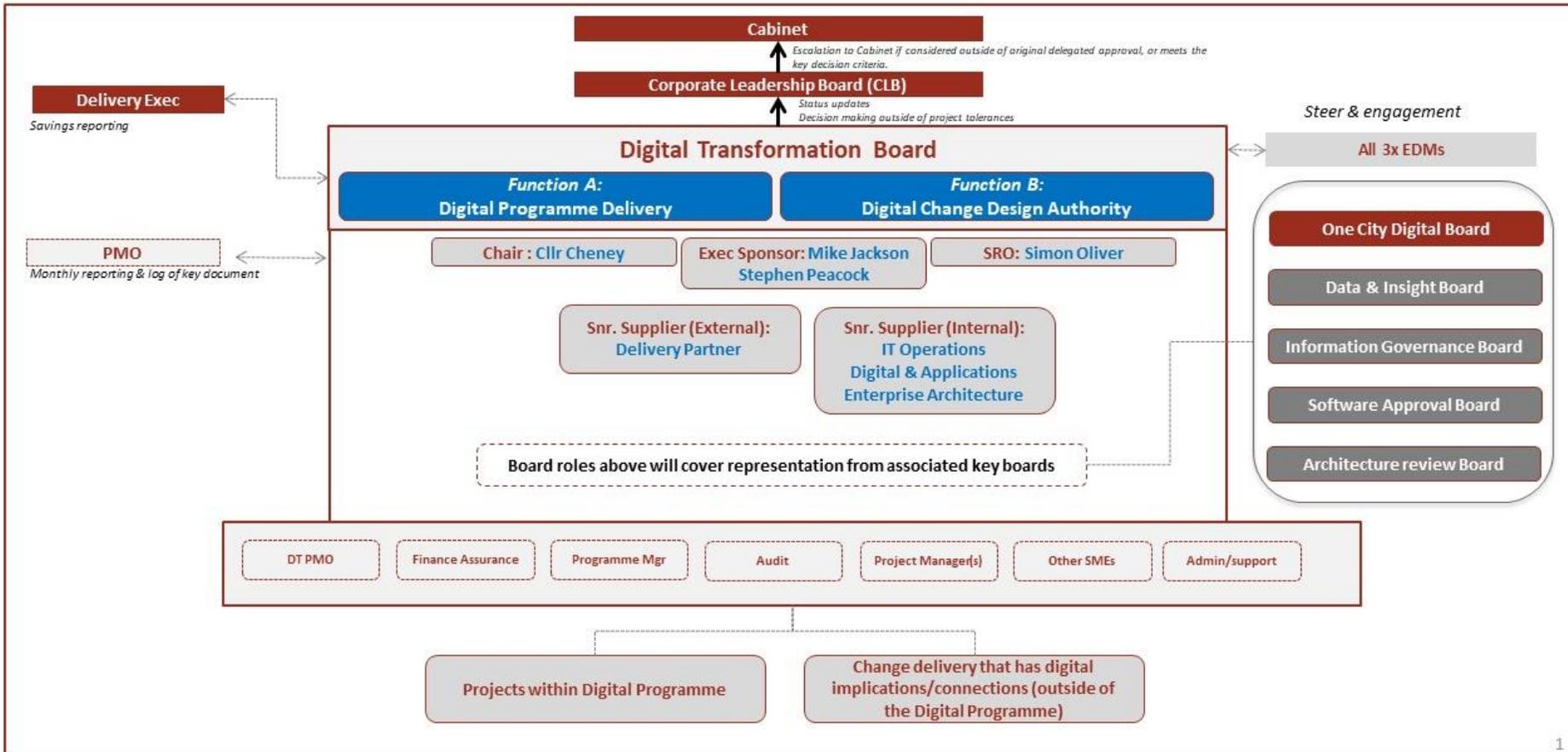


*Cabinet Paper Review*

The Digital Strategy Owner, on behalf of the Governance Board, will ensure any concerns or requirements set by the Digital Transformation Governance Board have been reflected within the proposal.

If, for any reason, the proposal presented for Cabinet decision has changed from that presented at the pre-EDM stage, or there isn't reference to the Architecture Review Board, the Digital Strategy Owner may refer the proposal back to the Digital Transformation Governance Board prior to release to Cabinet.

## 5. Governance Board Structure



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## 6. Format, Membership, Responsibilities and Quorum

### Governance Board Membership

#### **Governance Board Core Membership:**

- Governance Board Chair – Exec Portfolio Holder for Digital Transformation
- Digital Strategy Owner (Deputy Chair) – Director, Digital Transformation
- Executive Sponsor(s) – Chief Executive  
– Executive Director Growth & Regeneration
- Programme Manager – Digital Transformation Programme Manager

#### **Governance Board supporting roles:**

- Head of Information Assurance
- Head of Enterprise Architecture
- Lead ICT Business Partner
- Change Services Business Partner (Resources)
- Head of Internal Comms and Organisational Development
- Digital Transformation Programme Finance Lead
- Internal/External Programme Assurance
- Minutes and Administrative Support Officer

#### **Will attend as required (depending upon agenda):**

- Head of IT Operational Delivery
- Head of Customer Experience (IT & Citizen Services)
- Head of IT Applications and Digital
- Head of Insight, Performance & Intelligence
- External Delivery Partner(s)
- Directorate Strategy Representative(s)
- Project Manager(s) delivering/scoping projects with a Digital Transformation consideration
- Subject Matter Experts – e.g. Procurement, HR, Legal

## Governance Board quorate membership and named delegates

Role	Named delegate	Quorate member	Named Delegate
<b>Chair</b>	Cllr Craig Cheney	The Chair or named delegate must be in attendance for the meeting to be deemed quorate	Digital Strategy Owner
<b>Executive Sponsor(s)</b>	Mike Jackson Stephen Peacock	One of the Executive Sponsors must be in attendance for the meeting to be deemed quorate	None
<b>Digital Strategy Owner</b>	Simon Oliver	The Digital Strategy Owner or named delegate must be in attendance for the meeting to be deemed quorate.  If the Digital Strategy Owner is acting as Chair, the DT Programme Manager must act as a named delegate.	Digital Transformation Programme Manager
<b>Digital Transformation Programme Manager</b>	TBC	Ideally the Programme Manager will be in attendance, but this is <b>not</b> required for the meeting to be deemed quorate. The Board should ensure the Programme Manager is fully briefed on all decisions taken.	None

Quorate options;

1. Chair, Executive Sponsor, Digital Strategy Owner
2. Chair, Executive Sponsor, Digital Transformation Programme Manager
3. Executive Sponsor, Digital Strategy Owner, Digital Transformation Programme Manager

## Governance Board Supporting Roles and named delegates

Role	Named delegate	Delegation
Head of Information Assurance	Ben Hewkin	N/A
Head of Enterprise Architecture	Iain Godding	Dave Morton
Lead ICT Business Partner	Stephen Harper	N/A
Change Services Business Partner (Resources)	Sian Houdmont	N/A
Digital Transformation Programme Comms/ACM Lead	Steph Griffin	N/A
Digital Transformation Programme Finance Lead	Jemma Prince	Phil Romain
Internal/External Programme Assurance	Alison Mullis	N/A
Directorate Representation	Stephen Beet	N/A
Minutes and Administrative Support Officer	Anne Addison	N/A

## Governance Board Role Definitions

Role	Responsibilities
Chair	<ul style="list-style-type: none"> <li>• Chairs the Governance Board</li> <li>• Represents the Mayor and Executive Cabinet, and provides assurance</li> <li>• Provides a steer and recommendations to meet political priorities</li> <li>• Champions the programme at Cabinet</li> <li>• Seeks decisions requiring Cabinet decision or input</li> <li>• Key point of escalation for engagement at a political level to resolve or mitigate issues with a political / citizen impact</li> <li>• Owns the vision for the programme</li> </ul>
Digital Strategy Owner / Senior Responsible Owner (SRO)	<ul style="list-style-type: none"> <li>• Acts as the Senior Responsible Owner for the Digital Transformation Programme of Work</li> <li>• Accountable (on behalf of the Cabinet Member and Sponsor) for the delivery of the programme and associated business change</li> <li>• Leads and directs the programme throughout its life</li> <li>• Accountable for achievement of the business case – including securing investment</li> <li>• Owns the programme Business Case</li> <li>• Manages the relationship with key senior stakeholders, keeping them engaged and informed</li> <li>• Chairs programme board</li> <li>• Escalating issues to suppliers on behalf of the board</li> <li>• Accountable (on behalf of the Cabinet Member and Executive Sponsors) for the delivery of the programme and associated business change</li> <li>• Leads and directs the programme throughout its life</li> <li>• Accountable for achievement of the business case – including securing investment</li> <li>• Owns the Digital Transformation Programme business case</li> <li>• Manages relationships with key senior stakeholders, keeping them engaged and informed</li> <li>• Provides professional advice</li> <li>• Represents the Data and Insight Board</li> <li>• Represents the One City Digital Board</li> </ul>
Executive Sponsor	<ul style="list-style-type: none"> <li>• Represents the Corporate Leadership Board (CLB)</li> <li>• Champions the programme at Corporate Leadership Board (CLB)</li> <li>• Seeks decisions requiring CLB decision or input</li> <li>• Key point of escalation for engagement at a strategic level to resolve or mitigate issues with strategic partners or internal BCC colleagues</li> <li>• Maintains alignment with organisational strategic direction, resolving strategic and directional conflicts which need the input and agreement of senior stakeholders</li> <li>• Provides a steer and recommendations to meet CLB priorities</li> <li>• Represents the wider council and officers from an organisation and operational perspective</li> <li>• Ensures Governance Board discussions are reflected at CLB when reviewing proposals from the decision pathway</li> <li>• Represents the corporate risk – in terms of where mitigations can be achieved and monitoring of mitigation activity</li> </ul>

Role	Responsibilities
Digital Transformation Programme Manager	<ul style="list-style-type: none"> <li>• Responsible (on behalf of the SRO) for planning and designing the Digital Transformation Programme and proactively monitoring its progress, resolving issues, and initiating appropriate corrective action</li> <li>• Define the Digital Transformation Programme's governance arrangements – create and maintain an appropriate delivery methodology and supporting tools/systems to deliver the Digital Transformation Programme to the SRO's expected standards</li> <li>• Ensure effective quality assurance and the overall integrity of the Digital Transformation Programme - focusing inwardly on the internal consistency of the programme, and outwardly on its coherence with infrastructure planning, relationships with other programmes and corporate, technical and specialist standards</li> <li>• Manage the Digital Transformation Programme's budget (on behalf of the SRO), monitoring expenditure and costs against delivered and realised benefits as the programme progresses</li> <li>• Facilitate the appointment of individuals to project teams</li> <li>• Ensure the delivery of new products or services from Digital Transformation Programme projects is to the appropriate level of quality, on time and within budget, in accordance with the Digital Transformation Programme plan and Digital Transformation Programme governance arrangements</li> <li>• Benefit realisation management (financial and non-financial)</li> <li>• Ensure there is allocation of appropriate resources and skills within the Digital Transformation Programme's individual projects</li> <li>• Manage the dependencies and relationships between projects within and outside of the Digital Transformation Programme</li> <li>• Manage risks to the Digital Transformation Programme's successful outcome</li> <li>• Reports the progress of the Digital Transformation Programme at regular intervals to the SRO</li> <li>• Highlight risks to the Digital Transformation Programme which are outside of the programme's remit - either Change Services projects, other major programmes or operational issues</li> </ul>
Directorate Representation	<ul style="list-style-type: none"> <li>• Represent any areas of the organisation which do not currently have a presence on the Board or where a Directorate is determined to be underrepresented by the Chair</li> </ul>
Head of Information Assurance	<ul style="list-style-type: none"> <li>• Represent and advise the Board in relation to Information Assurance, including Information Management and Information Security</li> <li>• Represents the Information Governance Board</li> </ul>
Head of Enterprise Architecture	<ul style="list-style-type: none"> <li>• Responsible (on behalf of the SRO) for the development and maintenance of an up-to-date Digital Transformation Strategy</li> <li>• Responsible (on behalf of the SRO) for the development and maintenance of an up-to-date Digital Transformation Roadmap for the improvement, replacement or addition of key platforms and applications</li> <li>• Reports on the pipeline of work within the Solutions Architecture and Innovation teams</li> <li>• Represents the Software Approval Board</li> <li>• Represents the Architecture Review Board</li> </ul>

Role	Responsibilities
Lead ICT Business Partner	<ul style="list-style-type: none"> <li>• Represent the Directorates in terms of ambition and requirements</li> <li>• Act as a conduit for decisions to Directorate EDM/DMTs</li> <li>• Act as an ambassador for the Digital Transformation Strategy</li> <li>• Highlight risks to delivery (operational or strategic)</li> <li>• Provide assurance as a member of project boards (within and external to the Digital Transformation Programme)</li> <li>• Provide professional view and advice in relation to change delivery for the programme</li> </ul>
Change Services Business Partner (Resources)	<ul style="list-style-type: none"> <li>• To represent the wider change portfolio being undertaken by the council</li> <li>• To ensure that the performance of the Digital Transformation Programme is correctly reflected within the wider change portfolio updates</li> <li>• Represents the Change Portfolio</li> </ul>
Head of Internal Comms and Organisational Development	<ul style="list-style-type: none"> <li>• To represent the ACM team</li> <li>• To advise on all matters relating to Internal Communications and ensure digital transformation is woven into the corporate 'One Council' narrative</li> <li>• To lead on the relationship with the Digital Champions Network</li> <li>• Liaise with External Comms colleagues in relation to case study and PR materials on behalf of suppliers</li> </ul>
Head of IT Operational Delivery	<ul style="list-style-type: none"> <li>• To represent Operational IT Teams</li> <li>• To advise on concerns regarding service delivery/handover to service</li> </ul>
Head of Customer Experience (IT & Citizen Services)	<ul style="list-style-type: none"> <li>• To represent Citizen Services</li> <li>• To advise on performance issues within IT Teams, identify issues</li> </ul>
Head of IT Applications and Digital	<ul style="list-style-type: none"> <li>• To represent the Application, Digital and Data/GIS Teams</li> <li>• To advise on concerns regarding application development/release</li> </ul>
Head of Insight, Performance & Intelligence	<ul style="list-style-type: none"> <li>• To represent the IPI Data &amp; Insights Team</li> <li>• To advise on activities within the Data &amp; Insights Board</li> </ul>
DT Programme Finance Lead	<ul style="list-style-type: none"> <li>• Provides assurance of current financial forecasting and variance against budgets allocation to the Digital Transformation Programme</li> <li>• Provides advice regarding budget allocation to new initiatives, particularly in the review of Business Cases</li> <li>• Undertakes appropriate review of financial returns against expectations from Invest to Save initiatives</li> <li>• Provides assurance that appropriate financial management is being undertaken by the Digital Transformation Programme and its constituent projects</li> <li>• Represents Delivery Executive</li> </ul>
Senior Supplier (external) - Delivery Partner	<ul style="list-style-type: none"> <li>• Champion the programme working in collaboration with the Programme Team</li> <li>• Responsible for the delivery the defined requirements within agreed tolerances without any defects</li> <li>• Resolve conflicts between programme priorities and delivery pressures</li> <li>• Ensure resources are made available when required by the programme</li> </ul>

Role	Responsibilities
	<ul style="list-style-type: none"> <li>• Represent the interests of the 'supplier' i.e. those designing, developing, procuring, implementing and possibly those maintaining and operating the products</li> <li>• Advising on the best available solutions for meeting user needs</li> <li>• Ensuring supplier and technical issues are appropriately addressed</li> <li>• Providing advice and resolutions for new risks and issues</li> </ul>
Internal/External Assurance	<ul style="list-style-type: none"> <li>• Ensure that the programme is being conducted correctly and that all programme interests (i.e. business, user and supplier) are being equally represented in the programme</li> <li>• Ensure that the Digital Transformation Programme is being conducted correctly and that all programme interests (i.e. business, user and supplier) are being equally represented in the programme</li> <li>• Provide an independent assessment of the Digital Transformation Programme to generate confidence that the programme is being managed effectively and is on track to realise the desired outcomes</li> <li>• Provide assurance in relation to Programme governance arrangements (taking professional advice from the Change Services Business Partner (Resources))</li> <li>• Act as a critical friend and help identify solutions/improvements for the Board to progress.</li> <li>• Provide an independent escalation point for any concerns raised by any Board member to the Chair, Executive Sponsor, CLB and/or Audit Committee.</li> <li>• Represent Resources Scrutiny and/or Audit Committee</li> </ul>
Directorate Strategy Representatives	<ul style="list-style-type: none"> <li>• Represent the strategic requirements of the Directorate</li> <li>• Ensure that the business interests are met by the Digital Transformation Programme</li> <li>• Resolve conflicts between Digital Transformation Programme priorities and directorate requirements</li> <li>• Ensure directorate resources are made available when required by the Digital Transformation Programme</li> <li>• Champion the Digital Transformation Programme within directorate</li> </ul>
Project Managers (within, and external to, the DT Programme)	<ul style="list-style-type: none"> <li>• Represent their projects and provide assurance to the Board</li> <li>• Be responsible for project updates</li> <li>• Ensure resource and financial management is in place</li> <li>• Be accountable for project deliverables alignment to the various strategies including IT, Digital, Information Assurance etc.</li> </ul>
Subject Matter Experts	<ul style="list-style-type: none"> <li>• Represent their area of expertise and Corporate Policy</li> <li>• Provide expert advice</li> <li>• Highlight where decisions do not meet policy/strategy</li> <li>• Champion changes to policy/strategy where they are incompatible with Digital Transformation Programme (if appropriate)</li> </ul>
Minutes and Administrative Support Officer	<ul style="list-style-type: none"> <li>• Ensure the Board is Quorate before commencing meetings</li> <li>• Schedule Digital Transformation Governance Boards</li> <li>• Ensure appropriate invitations are sent for each Board</li> <li>• Log Decisions and Actions agreed at each Board</li> <li>• Manage and distribute the Board agenda</li> </ul>

Role	Responsibilities
	<ul style="list-style-type: none"> <li>• Highlight Actions (which have not yet been undertaken) to action owners as agendas are distributed</li> <li>• Ensure Board materials are sent on time to all delegates</li> <li>• Ensure Programme document delivery aligns with Decision Pathway timescale for CLB and Cabinet approval. Manage the forward plan.</li> </ul>

## 7. Programme Board Frequency

The Programme Board meeting will be held **monthly** for two hours, with papers circulated no later than noon two working days prior to the meeting (12pm Tuesday for a Thursday board meeting). Additional Boards can be scheduled by exception by instruction from the Chair, as required.

The Board Agenda will be split into two sections, one relating to the Digital Transformation Programme and the other relating to projects and initiatives outside of the Digital Transformation Programme.