

Programme Board Terms of Reference

Digital Transformation Programme Board

Date of last review: 01/06/22 (DRAFT)



1. Goals & Scope

The scope of the Programme Board is split into two parts.

Part 1 – Programme Management

To **oversee** and **support** the effective delivery of the Digital Transformation Programme projects, including those agreed at Cabinet 14/09/21 (*known as DTP1*) and a suite of additional projects added and seeking approval from Cabinet in July'22 (*known as DTP2*). When combined these, have a maximum approved funding envelope of nearly **£19m** (as at programme FBC approval closest cost estimate is **£18.3m** but additional funding sought for further flexibility and contingency, and requirement of capital and revenue funding sources). The current projects in scope of this board are:

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	Project1	Project 2	Project 3	Project 4	Project 5	Project 6	Project 7
DTP1 original (approved Cabinet Sep 21):	•Win 10	•ID Mngmt / Powershell Scripts (prev. MIM/AD)	•SharePoint (S& G drive) migration	•Transformation Business Case shaping (FBC)	•Website Replatform	•Telephony	•Portfolio, Programme & Project Tooling
DTP2 (pending Cabinet approval July 22):	•Digital Strategic Partner*	•Networks	•End User Compute (EUC)	•3 rd party contracts	•CRM Channelshift	•E-discovery for SARs	•Cloud Migration

Note1 – The above is also supported by 'Adoption and Change Management' workstream, and overarching programme management.

Note2 - Additional projects may be added into the remit of the Programme Board – this will be based upon clear funding sources, business need and presentation of a valid business case (Mandate/Outline Business Case/Full Business Case), and should demonstrate how the work supports the Digital Strategy ambitions 2022-27. This may also include providing governance to IT/Digital projects that could benefit from the governance structure, but won't necessarily be added into the DTP programme/ business case.

Part 2 – Escalation and Alignment to Digital Strategy (outside of DTP programme)

To operate as an **escalation** board for in relation to any issues arising across the organisation **regarding alignment issues with the Digital Strategy**. In this scenario the Chair and Sponsor will advise on the resolution or route for further escalation as required. Additional roles may be invited to any boards where this is discussed to support the conversation.

2. Programme Board Membership

The membership of the Programme Board is listed below and represents individuals who have an interest in the achievement of the outcomes of the programme as well as the authority to make decisions (within the parameters further outlined within this ToR) and commit resources.

It is acknowledged that there may be times where a core member of the board is unable to attend. To ensure that board continuity in these circumstances an appropriate named delegate has been identified to deputise.

Project Board role	Name	Named delegate
Portfolio Holder (Chair)	Cllr Cheney	<i>Mike Jackson</i>
Programme Sponsor	Mike Jackson	<i>Stephen Peacock</i>
Project Executives	Gavin Arbuckle	<i>Assigned PM</i>
	Iain Godding	<i>Assigned PM</i>
	Riz Tariq	<i>Assigned PM</i>
	Theresa Jones	<i>Assigned PM</i>
	Tim Borrett	<i>Assigned PM</i>
	Tara Dillon	<i>Assigned PM</i>
	Ben Hewkin	<i>Assigned PM</i>
	Steph Griffin	<i>Assigned PM</i>
Programme - Senior User	Stephen Peacock	<i>Rob Gilmore</i>
Programme - Senior Supplier	Tim Borrett	<i>Gavin Arbuckle</i>
Programme Assurance 1st line	Alison Mullis	<i>N/A</i>
Programme Assurance 2nd line	Sian Houdmont	<i>Tara Dillon</i>
Programme Manager	Doug Clarke	<i>Sian Houdmont or Project Manager from above</i>
Programme Support Officer	Tom Little	<i>N/A</i>

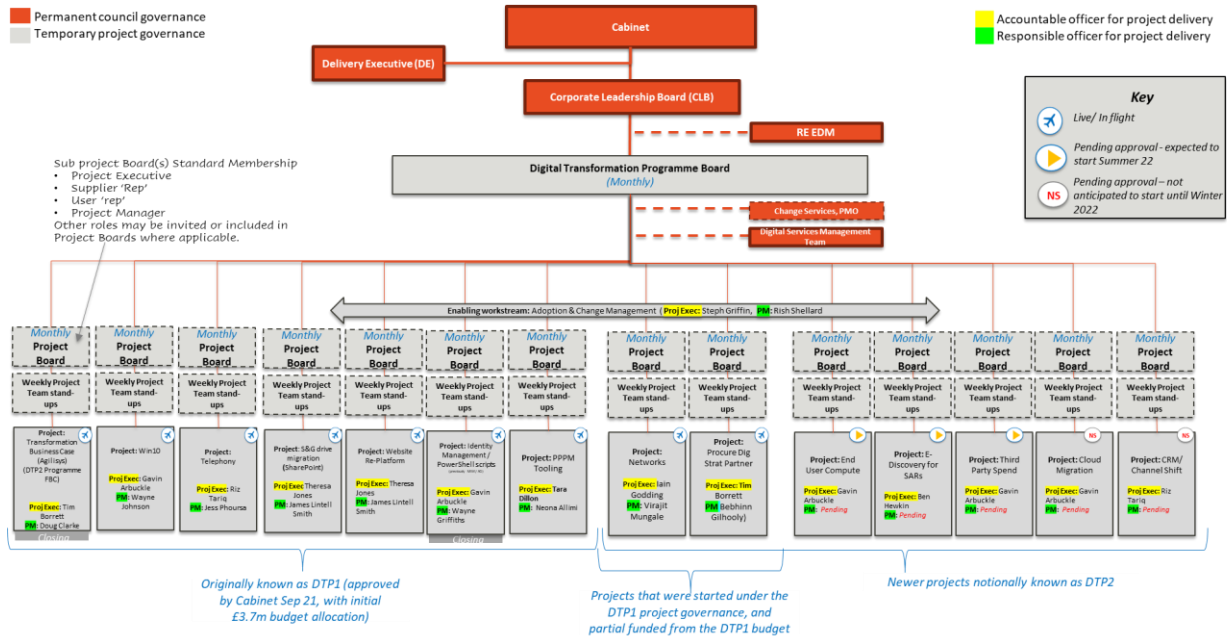
Primary supporting board roles to ideally be in attendance at each board (but flexibility can be exercised according to agenda):

- **Corporate Finance Lead** Jemma Prince / Phil Romain
- **Internal Comms & Organisational Development specialist** Steph Griffin

Additional supporting roles to attend meetings at the Programme Board's request / as and when required according to agenda items. (This list is not exhaustive)

- **Project Managers**
- **Head of Information Assurance**
- **Lead ICT Business Partner**
- **External Delivery Partner(s) / Third Party providers**
- **Support Service and other Subject Matter Experts** – e.g. Procurement, Legal, HR, IT etc

3. Governance diagram



4. Quorum

The group shall be 'quorate'; when the Programme Sponsor (or named delegate) is in attendance or linked via conference / video link.

Wherever possible, the Programme Board should reach a consensus decision for each recommendation.

If a consensus cannot be reached, the Sponsor will be the ultimate decision maker; the divergent views of the group will be noted where this is the case.

5. Roles and responsibilities (core Programme Board)

A. Portfolio Holder (Chair)

- A1. Chairs the Programme Board
- A2. Represents the Mayor and Executive Cabinet
- A3. Provides a steer and recommendations to meet political priorities
- A4. Champions the programme at Cabinet
- A5. Seeks decisions requiring Cabinet decision or input
- A6. Key point of escalation for engagement at a political level to resolve or mitigate issues with a political / citizen impact

B. Programme Sponsor

- B1. Accountable for the effectiveness of the Digital Transformation Programme Board governance, ensuring the ToR's are upheld and the values and behaviours (see section 6) are maintained
- B2. Ensures programme business case, and individual project business cases are valid and seeks assurance of alignment with business strategy, goals and objectives

- B3. Offers support and 'organisational weight' to the programme to ensure successful programme and project delivery
- B4. Acts as an escalation point for issues beyond the Project Executive's level of authority
- B5. Ultimate decision-maker for Programme Board decisions where consensus cannot be achieved – including advising on any issues brought to the attention of the board in relation to misalignment with the organisations Digital Strategy
- B6. Holds the Senior Supplier to account regarding the responsibilities associated with their role
- B7. Holds the Senior User to account regarding the responsibilities associated with their role
- B8. Holds the Project Executives to account regarding the responsibilities associated with their role

C. Senior User:

- C1. Represents the views of those groups will use or identified as gaining benefit from what the programme will deliver
- C2. Seeks assurance that user needs are understood and accurately specified in the context of the benefits stated
- C3. Raises risks and issues with particular focus on safeguarding the expected / required business benefits
- C4. Makes decisions on relevant escalated risks and issues, with particular focus on safeguarding the end user/s expectations and associated business benefits
- C5. Raises negative feedback / operational issues occurring associated with programme delivery

D. Senior Supplier:

- D1. Ensuring project plans, proposals and specifications are feasible and realistic in the context of the IT Service supplier role
- D2. Committing IT Service (supplier) resources and ensuring any divergence from budgeted supplier costs is appropriately managed
- D3. Ensuring the quality of the technical project deliverables and the overall technical integrity of the programme
- D4. Ensuring that the technical project deliverables are reliable, appropriately integrated and can be maintained efficiently
- D5. Raise any supplier related operational issues occurring associated with project/ programme delivery; support the resolution of any supplier resource priority conflicts
- D6. Provides professional IT/digital advice and expertise to the board as required
- D7. Advises on (and flags any misalignment with) the Digital Strategy and organisations direction of travel
- D8. Make decisions on relevant escalated risks and issues, with particular focus on safeguarding the integrity of the complete solution
- D9. Represents both the Data and Insight Board and the One City Digital Board

E. Project Executive:

- E1. Single point of accountability; ultimately responsibility for relevant project and owner of the project's Business Case throughout the life of the project
- E2. Ensures that the project business case represents value for money (with clear benefits), overseeing its development in alignment with corporate strategies and priorities and ensuring necessary funding is secured
- E3. Liaises with wider organisational governance as required (e.g. Corporate Leadership Board, Portfolio Holder, Cabinet, Delivery Executive etc) to seek steer, advice, update on progress etc; advise the Project Manager of protocols, political issues and potential sensitivities

- E4. Makes go/no-go decisions at key control points (within delegations applied by Programme Board)
- E5. Reviews and approves changes to plans, priorities, deliverables and plan with the agreed tolerances set by the Programme Board
- E6. Assists the project when required (especially in an out-of-control situation) by exerting organisational authority and the ability to influence; supports the Project Manager in conflict resolution as required
- E7. Makes the project visible within the organisation, and at Programme Board
- E8. Sets the risk appetite for the project
- E9. Holds the Project Manager to account for the delivery of their role in accordance with the agreed responsibilities, providing regular feedback and flagging any performance issues early with the associated line manager

F. Project Assurance 1st Line Defence:

- F1. Ensure that the Programme board is functioning effectively; all interests (business, user and supplier) are being equally represented
- F2. Provide an objective, independent assessment of works underway across the programme to generate confidence that suitable controls are in place and work is on track to deliver the agreed outputs
- F3. Act as a critical friend and help identify solutions/improvements for the programme board to progress
- F4. Provide an independent escalation point for any concerns either observed or raised by any board member to the Chair, Sponsor, CLB and/or Audit Committee as required
- F5. Represent the interests of Resources Scrutiny and Audit Committee
- F6. Advise the Programme Board of poor practice and / or any identified failures to adhere to corporate policy and procedure
- F7. Advising the Programme Board of areas for further scrutiny / consideration

G. Project Assurance 2nd Line Defence:

- G1. Advise on the tailoring of the standard Change Portfolio project/programme methodology to best support effective and controlled project/programme delivery
- G2. Ensure deviation from agreed baselines is not occurring unnoticed / without being officially agreed and logged
- G3. Bring to the discussion professional views that had been raised in support of or against the proposals being discussed
- G4. Advise on the project lifecycle and flag where this isn't being appropriately followed and/or controls are not being adhered to
- G5. Advising the Programme Board of areas for further scrutiny / consideration

H. Programme Manager:

- H1. Responsible (on behalf of the Sponsor) for driving forward the day-to-day delivery of the programme within the time, cost, quality, scope and risk tolerances set by the approved Programme Business Case by Cabinet, and proactively monitoring its progress, resolving issues and initiating appropriate corrective action.
- H2. Manage and maintain the programme's governance arrangements.
- H3. Tracking of the overarching programme budget and allocations/commitments on behalf of the Programme Sponsor, and working with the Finance Business Partner, in accordance with Bristol City Council's financial procedures and regulations; reporting variances or issues to the Programme

Board as necessary.

- H4. Manage programme level risks and issues through effective analysis, mitigation and contingency planning, ensuring the programme level RAID log is regularly updated, reviewed and shared with the programme team - in accordance with the corporate Risk Policy.
- H5. Manage and track overarching programme benefits to support informed programme decision making.
- H6. Manage and report on programme dependencies (both inter- and intra- dependencies) as well as wider connections/interfaces.
- H7. Ensure effective quality assurance and the overall integrity of the programme - focusing inwardly on the internal consistency of the programme, and outwardly on its coherence, interfaces with other programmes and corporate, technical and specialist standards.
- H8. Prepare programme Highlight Report on the standard template and submit these in line with the Change Portfolio reporting cycle.
- H9. Facilitate the appointment and allocation of individuals to project teams in discussion with relevant resource leads.
- H10. Provide leadership and coordination to the programme team and ensure all project managers working within the programme are kept well informed on programme progress and requirements/dependencies in relation their areas of delivery.
- H11. Build, maintain and execute a fully integrated, realistic and deliverable end to end programme plan identifying key milestones, dependencies, resource requirements, critical path and associated assumptions.
- H12. Manage the programme change control process and putting forward change requests for Board approval where appropriate, managing against the business case and decisions made by Cabinet.
- H13. Lead programme closure materials and lessons learnt to ensure a controlled programme close down and managed handover to BAU.
- H14. Facilitate the programme Board and confirm monthly agenda.

I. Programme Support Officer:

I1. Programme Board specific:

- Manage programme governance through coordination and administration of the Board (and other associated decision-making bodies) meetings – including overseeing resultant action management/delivery. Including:
 - Schedule monthly programme Board meetings and manage and maintain the programme meeting forward plan.
 - Prepare and distribute the programme Board agenda, and ensure papers are available to all attendees in advance of meeting
 - Log all key discussion points, changes, decisions and actions from each meeting and track attendees/apologies.
 - Ensure the Programme Board is quorate before commencing meetings
 - Highlight/ follow up actions (which have not yet been undertaken) to action owners following programme Boards
 - Prepares specified content for the Programme Board in relation to the following areas, in discussion with the Programme Manager:
 - o project reporting
 - o dependency management
 - o budget/ financial reporting

12. Wider role:

- Provide the first point of contact for programme stakeholders offering day-to-day issue resolution, escalating to the programme manager as required.
- Provides principle support to the Programme Manager, deputising when necessary, to enable successful delivery of the programme's associated objectives
- Provides targeted, ad-hoc support to specific projects within the programme.
- Schedules programme team meetings.
- Coordinate the programme's reporting process, collating data/information from numerous sources incl. individual projects, and preparing draft monthly programme Highlight Reports (and other key reporting documents as required).
- Establish and maintain a repository (SharePoint) of all key programme documentation (incl. RAID), ensuring appropriate version and change control application, and ensure projects within the programme are also working consistently and documents accessible to the programme.
- Maintain assigned programme control documents, monitoring and challenging where necessary and advising on potential gaps/conflicts/dependencies impacting on time, cost and/or quality of deliverables.
- Tracking deliverables required against the Decision Pathway as applicable.
- Provide targeted quality assurance activities for the programme (or/and projects within).

6. How we will work



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

- 6.1. **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.*
- 6.2. **Be aware of the bigger picture and how it may affect all projects and programmes** - *actively identifying and flagging interdependencies and potential threats, opportunities and issues.*
- 6.3. **Operate in an environment of transparency and honesty** – *creating a no blame culture; positively recognising the value of a red status flag, asking for and listening to bad news and using evidence to support objective rather than subjective conversations.*
- 6.4. **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.*
- 6.5. **Take ownership of risks** *where appropriate and lessen the impact where possible*
- 6.6. **Support a good project in trouble** *and know when to stop a project that is no longer representing good value for money*
- 6.7. **Give regular constructive feedback** *preferring to celebrate publicly and censure in private*

7. Administration details

- 7.1. The Programme Board will **meet monthly**. Extraordinary meetings may be called as necessary by agreement of the Chair. It is envisaged that the steering group will be in operation until **March 2024**.
- 7.2. Papers will be made available ideally at least 2 days (and no less than 24 hours) before Programme Board meetings unless otherwise agreed with the Chair that a paper can be tabled.
- 7.3. The **agenda** for each meeting will be managed via the Programme Manager and will typically follow the below standard agenda:
 - Updates from the previous meeting and outstanding actions
 - Project Highlight Reports (inc. progress against plan)
 - Programme Finances – costs
 - Benefit monitoring
 - Programme plan/ Dependencies
 - Programme Level risks/issues needing Board attention
 - Specific Project Items for approval / endorsement/ discussion incl. any exception reports
 - Key communication items
 - AOB
- 7.4. **Key discussion points, actions, changes and decisions** will be noted during the meeting by Programme Manager and uploaded to SharePoint within two working days after the meeting and a link shared with board members.
- 7.5. Programme Manager will coordinate with Corporate Finance to ensure that a **monthly financial tracker** is always provided amongst the standard agenda papers. This will always be provided for information and should be consulted in relation to any budget-based discussions / requests.
- 7.6. Decisions may be taken **outside of the Programme Board** by the Project Executive provided these are within parameters agreed/delegated at the Programme Board when the relevant control document is signed off. These will be formally noted in the subsequent Programme Board meeting and must be recorded accordingly by the Project Manager in their RAID and/or Audit Trail section of their Highlight Report as required.

8. Control documents & reporting arrangements

All Projects within the Programme will follow BCC's Change Portfolio's Project Management Best Practice and project lifecycle (maintained by Change Services, PMO on behalf of CLB in their role as the Change Portfolio Board).

The below table indicates the current expectations in relation to the basic set of core project management control documents for each project:

- Business Case (Mandate, OBC, FBC, work-package)
- Highlight report
- RAID
- Project plan

All projects must store documents in the allocated SharePoint site, and link back to the overarching DTP programme site.

- 8.1. The **Business Case** documentation (Mandate, Outline Business Case and Full Business Case) will be produced by the Project Manager for all¹ projects. All Outline Business Cases (OBC) and Full Business Cases (FBC) will be assured by the PMO Team. All Mandates, OBC's and FBC's within the Programme scope will be presented to the Programme Board for sign off and the PMO will ensure that an 'item for noting' is added to the next portfolio slot at CLB. CLB retain the right to call in any project at any

time in the lifecycle for discussion. The exception to this is the 'Networks Replacement' project which holds significant relevance to the organisation future cost / saving profile, and is of significant scale, that the Mandate, OBC and FBC for this work must progress to CIB for approval. The business case documentation (inc. mandatory supporting materials – Financial spreadsheet, Plan, EqIA, PIA etc) will be the standard templates used by all projects reporting within the Change Portfolio

¹ There may be agreement at the Programme Board - endorsed by the PMO Team – for an alternative baseline document such as a Work package or Exception Report with supporting materials to be used in exceptional circumstances (or in some circumstances there may also be justification to jump a lifecycle stage (i.e. move from mandate directly to FBC for example) .

- 8.2. The **Highlight Report** will be produced monthly in line with the PMO reporting cycle. Project Managers are responsible for the production of their project reports and ensuring it is shared with the Project Executive and made available to the Programme Manager and Programme Board. The programme manager is responsible for the production of their programme report and ensuring it is shared with the Programme Sponsor and Programme Board. All reports will also be shared with Change Services Portfolio Management Office, and the programme report will be included within the wider monthly Portfolio Report. This report will be in the format of the standard template used by all projects reporting within the Change Portfolio. Reporting typically to commence upon Mandate sign-off unless otherwise agreed by the PMO.
- 8.3. The **Exception Report** will be produced by the Programme Manager to capture any actual or potential breaches of tolerance for the programme, and will be presented to the Programme Board for steer as to how to proceed. Where Exception Report highlights a breach that exceeds the programme business case's tolerances it will be escalated by the Board to CLB. Exceptions at project level will go initially to Project Boards for steer, and escalated to programme board if actual or potential breach of the project tolerance set. Approved sign-off Exception Reports must be submitted with the monthly Highlight Report to formally move the project out of exception. This will be the standard template used by all projects within the Change Portfolio.
- 8.4. The programme **Risk Log** will be updated and maintained at least monthly primarily by the Programme Manager and support officer, with input from project managers and their risk logs. All programme Team members can contribute, according to the guidance as set out by the Programme Manager. The Risk Log will be available to all Programme Board members and will be regularly reviewed at the Board (typically via the Programme Highlight Report, or individual project reports flagging RED risk). Any risks that cannot be contained by the Programme Board will be escalated by the Board to CLB. This will be the standard template used by all projects within the Change Portfolio.
- 8.5. The **Programme Closure** report will be produced by the Programme Manager at the point of either a planned or premature closure. All project managers will need to apply the same for their individual projects. The reports should contain full lessons learned and be completed and signed off by the Board(s), with clear evidence that all identified action owners accept the actions identified within the report and have received a final copy of the report. Written confirmation of closure from the Programme Sponsor (or relevant Project Executives for projects) will need to be provided to the PMO Team who will then formally report the project as closed provided all key documentation is in the shared file space, up to date and a final Highlight Report is submitted. The Closure Report will be the standard template used by all projects within the Change Portfolio.

9. Tolerances and procedures if things are going wrong

Tolerances (the amount of movement that is acceptable before escalation is required) to be included in all baseline documentation coming forward for sign off.

ANY decisions that would take the **programme** outside of the agreed tolerance and scope must be escalated to Corporate Leadership Board (CLB), and in some cases through to Cabinet. The tolerances

outlined for the programme are as follows:

[See master programme FBC. If/once programme FBC is approved this section will be updated with the final tolerances stated]

Each project within the programme will define its own tolerances according to its specific circumstances and approvals requested. **In the absence of clear tolerances being defined, the below will apply for the projects:**

Tolerance areas	Project level tolerance	Escalation route	Control & tracking document(s)
Time +/- amounts of time on target completion	+/- 4 weeks	Project Executive > Project Board > DTP programme Board > CLB	Project Plan Highlight Report
Cost / Benefit +/- amounts of planned budget	+/- 0%	<i>As above</i>	Project Budget Tracker O/FBC Financial Spreadsheet Benefit Contracts Highlight Report
Risk / Issue	<3 'critical' risks post mitigation	<i>As above</i>	RAID Log Highlight Report
Scope	0 deviation from current approved	<i>As above</i>	Mandate / OBC / FBC Work package Document Exception Report Highlight Report

APPENDIX – Wider roles and responsibilities

Role	Responsibilities
Corporate Finance Lead	<ul style="list-style-type: none"> • Provides assurance of current financial forecasting and variance against budgets allocation as agreed at Cabinet 14/09/21 • Provides advice regarding budget allocation within the agreed envelope • Provides professional views to the Project Board within the context on cost / saving analysis, return on investment, value for money etc. • Tracks the overall budget position as stated within the ABW system
Digital Transformation Programme Comms / ACM Lead	<ul style="list-style-type: none"> • Represents the ACM team • Advise on matters relating to Internal Communications in the context of the Tranche 1 projects delivery • Provide any relevant insight and feedback in relation to the Tranche 1 project delivery • Ensure digital transformation is woven into the corporate 'One Council' narrative • To lead on the relationship with the Digital Champions Network • Liaise with External Comms colleagues in relation to matters regarding to the Tranche 1 projects as required
Project Managers	<ul style="list-style-type: none"> • Responsible for driving forward the day-to-day delivery of the project within the time, cost, quality, scope and risk tolerances set by the Project Board through appropriate use of Bristol City Council's standard project management methodology. • Day to day management of the budgets on behalf of the Project Executive and in accordance with Bristol City Council's financial procedures and regulations; reporting variances to the Project Board as necessary. • Lead the business in exploring options, fully costing these and identifying realistic and measurable project benefits to support informed decision making through the project Business Case. • Build, maintain and execute a fully integrated, realistic and deliverable end to end project plan identifying key milestones, dependencies, resource requirements, critical path and associated assumptions. • Manage the project change control process and putting forward change requests for Board approval where appropriate. • Manage project risks and issues through effective analysis, mitigation and contingency planning, ensuring the RAID log is regularly updated, reviewed and shared with the project team - in accordance with the corporate Risk Policy. • Provide leadership to the project team and ensure all project team members are kept well informed on project progress and requirements/dependencies in relation their areas of delivery • Prepare monthly Highlight Reports on the standard template and submit these in line with the Change Portfolio reporting cycle. • Prepare all project closure materials required to ensure a controlled close down and managed handover to BAU
Head of Information Assurance	<ul style="list-style-type: none"> • Represent and advise in relation to Information Assurance, including Information Management and Information Security • Represents the interests of the Information Governance Board
Lead ICT Business Partner	<ul style="list-style-type: none"> • Represent the RE, G&R and PE Directorates in terms of ambition and requirements • Act as a conduit for decisions to Directorate EDM/DMTs • Act as an ambassador for the Digital Transformation Strategy

Role	Responsibilities
	<ul style="list-style-type: none"> Highlight risks to delivery (operational or strategic) Provide professional view and advice as required
Subject Matter Experts	<ul style="list-style-type: none"> Represent their area of expertise and Corporate Policy Provide expert advice, guidance and insight as required Highlight where decisions do not meet policy/strategy

Version	Author(s)	Description	Date
First version related to the 'DTP1' board, related to Cabinet Sep 2021 sign off			
V00_01	Tara Dillon	First draft	14/10/21
V00_02	Tara Dillon	Final amendments ahead of consideration at Extraordinary Digital Transformation Programme Board 21/10/21	18/10/21
V00_03	Tara Dillon	Moved Senior Supplier to TBC	20/10/21
V1_00	Tara Dillon	Approved @Extraordinary Digital Transformation Board	21/10/21
V1_01	Tara Dillon	Section 8.1 updated to reflect agreement secured at CLB on the 09/11 that mandate, OBC and FBC sign off for all tranche 1 projects (with the exception of project 4 'Transformation Business Case') can be signed off by the Project Board.	09/11/21
V1_02	S.Houdmont	- Snr Supplier – Gavin A added -2 new projects added (Networks and Digital Strategic Partner) both agreed at DTP boards on 22/12 and 27/01 respectively	27/01/2022
V1_03	S.Houdmont	- Snr Supplier – Tim Borrett replaces Gavin A as senior supplier - Riz Tariq confirmed as project exec for telephony - Tim Borrett replaces Gavin A as the project executive for 'Digital Strategic Partner' and 'DTP2 programme FBC shaping' -Various Project manager updates	26/04/22 (Approved DTP board 28/04/22)
Later iterations related to the proposed extended governance, pending July 2022 Cabinet approval			
V1_04	S.Houdmont	Refreshed to represent the new combined programme covering all of original DTP1 and additional 'DTP2 projects, pending approval Cabinet July 2022. Replaced Change Services role with programme manager and PSO. Pending Cabinet sign off of programme bus case and refreshed governance.	24/05/22