TRANSFORMATION BOARD – TERMS OF REFERENCE

Purpose

The purpose of the Transformation Board is to develop, coordinate and manage transformation activity across the Council and ensure that service improvements and savings are delivered in line with the Corporate Plan and Medium Term Financial Plan.

Objectives

- Provide the overarching governance and decision making framework for the Transformation Programme
- Agree the overall programme goals, objectives and priorities for 2017/18. Reviews will include rapid improvement interventions, lean systems reviews, structural reviews and fundamental service reviews
- Monitor and manage programme progress, savings and impact
- Provide a robust challenge and scrutiny function for all reviews
- Manage high-level interdependencies and risks associated with all transformation programmes and the wider portfolio of change
- Strategically identify, prioritise and allocate resources to programmes and projects, re-aligning where necessary
- Identify and develop funding and resource plans designed to assist in the delivery of the programme
- Coordinate with the Council Medium Term Financial Plan and agreed saving targets
- Ensure reviews deliver against their outcomes, KPI’s, budgets, timescales and business benefits, as identified in their business cases, where possible
- Put in place an over-arching effective communications and engagement strategy, sharing key messages with employees, members and partners as required
- Ensure that programme leads are adequately supported in their work and held to account for the delivery of their responsibilities.

Roles and responsibilities

Chairman

- Effectively chair and facilitate Board meetings to ensure agenda is covered and all views actively sought and considered
- Commit to effective and efficient programme governance

Senior Responsible Officer

- Responsible for the success of the Transformation Programme, ensuring the Board remains focused on achieving its objectives and realising the expected benefits
• Where concerns are escalated, e.g. a project is experiencing delays because of organisational blockers, step in to help resolve these

• Promote partnership working to engender trust amongst board members and encourage creative and collaborative relationships to develop

• Provide stability in the development, adoption and maintenance of the programme

• Encourage and facilitate frank and open conversations that may at times be difficult, working towards consensus amongst all members

• Arbitrate when disagreements arise and seek resolution

**Board members**

• Facilitate change and champion the programme to internal/external stakeholders

• Review papers, attend meetings and complete actions as agreed

• Seek to reach consensus opinions within the Board wherever practicable and consider matters from other perspectives, including the public and staff

**Programme manager**

• Track progress and monitor the delivery plan for the programme

• Escalate concerns from the projects to the Programme Board

• Develop a programme risk register to align with the Corporate Risk Register

**Meetings**

The board will meet once a month.

Agenda and papers will be circulated at least three working days in advance of the meeting. Minutes and actions will be circulated within five working days after the meeting.

A standing agenda will be provided that will include discussion of the action log from the previous meeting, key decisions and new actions and the plan for taking these forward.

Reports on progress will be submitted to the Corporate Management Team and Executive on a monthly basis.
Membership

Members of the Transformation Board will include:

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Role on Transformation Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Murray Grubb Jnr.</td>
<td>Councillor</td>
<td>Chairman</td>
</tr>
<tr>
<td>Paul Spooner</td>
<td>Leader of the Council</td>
<td>Board member</td>
</tr>
<tr>
<td>Matt Furniss</td>
<td>Deputy Leader of the Council</td>
<td>Board member</td>
</tr>
<tr>
<td>Michael Illman</td>
<td>Lead Councillor for Finance</td>
<td>Board member</td>
</tr>
<tr>
<td>Steve White</td>
<td>Director of Resources</td>
<td>Director of Transformation and Senior Responsible Officer</td>
</tr>
<tr>
<td>James Whiteman</td>
<td>Managing Director</td>
<td>Board member</td>
</tr>
<tr>
<td>Joan Poole</td>
<td>Audit and Business Improvement Manager</td>
<td>Board member</td>
</tr>
<tr>
<td>Claire Morris</td>
<td>Head of Financial Services</td>
<td>Board member</td>
</tr>
<tr>
<td>Amy Gardner</td>
<td>Business Improvement Manager</td>
<td>Programme manager</td>
</tr>
</tbody>
</table>

- Other key officer support from across the Council may be invited to attend meetings, as required

Review

The terms of reference and membership of the Transformation Board will be reviewed on an annual basis, or as required.

Glossary of terms

Rapid Improvement Interventions
A Rapid Improvement Event is an intense effort over 2-5 days. The aim is to identify and remove waste in services and improve a specific part of a process or work area.

Lean system review
This is a systematic review of a process to eliminate waste and improve efficiency and effectiveness. The core of the approach is defining the purpose of the service and what matters to customers.

Fundamental Service Review
This is complete review of the service. The defining purpose is to look at who, what, where, why and how we provide the service and identify options, opportunities and innovative solutions for the future. This could include outsourcing, partnership, shared services and commercial trading.
INNOVATION BOARD – TERMS OF REFERENCE

Purpose

The purpose of the Innovation Board is to develop, coordinate and manage an Innovation Strategy for the Borough so as to provide economic leadership that delivers sustainable and proportionate growth. The strategy will assist in building strong links and levering synergies between public, private and third sectors focusing on promoting innovation and growth in high value clusters in line with the Corporate Plan. It will also promote the Council as an exemplar Council that recognises the importance of innovation with a view to the more efficient and cost-effective provision of services. It will be supported by an Action Plan with measurable deliverables that will be regularly monitored over the life of the Strategy.

Objectives of the Strategy

a) Promotion

Create a vision of Guildford Borough as a centre at the leading edge of innovation, recognising the importance of existing businesses and research and our ambition to develop a connected community. This would include awareness and encouragement of opportunities for funding and would promote the development of complementary businesses with a particular emphasis on emerging and disruptive technologies.

- Publicise and promote Guildford and its vision.
- Develop buy-in from all local business and residents to recognise Guildford as a base from which to pilot innovative ideas
- Highlight new and emerging technologies and examine their potential for cost effective change and potential disruptive effect locally
- Use the above to explore opportunities to increase clustering, eligibility for funding and other opportunities to develop the borough’s reputation for innovation

b) Connected and collaborative Community

Enable an environment where interested parties share information on technological advancements for the benefit of all those in the borough, including the council and its services.

- Help to identify opportunities for economic growth, service delivery and smart city infrastructure through fostering collaboration
• Maximise relationships with all research bodies, including the University of Surrey and the Royal Surrey County Hospital, and create awareness of technological developments and commercial opportunities.
• Assess networking groups and explore opportunities to either promote these or develop new ones.
• Ensure cross-pollination of existing groups and organisations and encourage the growth of open innovation and technology
• Encourage sharing of information through various media

c) Economic Growth
Create a prosperous and resilient local economy where jobs are encouraged in knowledge-based and high-growth industries.

• Enable local entrepreneurs, partly through incubators, accelerators and promoting clusters
• Provide business support and highlight funding opportunities. Support knowledge and upskilling of the development and management of intellectual property in local businesses
• Identify measures and indices relating to innovation to see how Guildford is performing and future trends
• Assist in addressing the skills gap
• Encourage local companies to employ people living locally
• Promote further inward investment
• Facilitate and track business development

d) Service Delivery
Examine opportunities for innovative service delivery, which results in increased customer focus, efficiency and cost effective delivery.

• Aim for the council to be an exemplar council, with a reputation as an early adopter, embracing modern new ways of working, new materials and new thinking, where cost efficient, beneficial and feasible to do so.
• Encourage the council and others to embrace new technologies where appropriate
• Use the business improvement team to identify areas of service delivery where problems exist that might be met by innovative solutions.

e) Smart City Infrastructure
With current and future infrastructure, consider optimised methods of construction, operation and maintenance using leading edge technology and new approaches to find efficiencies, co-ordinate activities, and collect and share data to do more with less.

• Ensure where practicable that the potential for future disruptive changes are taken into account in current planning and developments and digital infrastructure is built into regeneration and new builds.
• Work up projects to capitalise on the opportunities provided by 5G covering a retail test bed, traffic management systems and a rural step out
• Identify areas where new developments, methods or materials will have a positive impact and plan accordingly
• Encourage open source platforms
• Facilitate open data where possible
Roles and responsibilities

Chairman

- Effectively chair and facilitate Board meetings to ensure agenda is covered and all views actively sought and considered and work with officers, stakeholders and other councillors to develop a draft strategy in line with the views of the Board for approval by the Executive.
- Commit to effective and efficient programme governance

Senior Responsible Officer

- Responsible for the development of the Innovation Strategy, ensuring the Board remains focused on achieving its objectives and realising the expected benefits.
- Ensure that appropriate minutes are taken and that Board papers are delivered within the required timescale.
- Facilitate meetings with outside stakeholders, whose input will be necessary to develop the strategy
- Assist with necessary research to develop the Strategy.
- Promote partnership working to engender trust amongst board members and encourage creative and collaborative relationships to develop.
- Provide stability in the development, adoption and monitoring of the Strategy.

Board members

- Assist with the development of the Strategy and champion the programme to internal/external stakeholders
- Review papers, attend meetings and complete actions as agreed
- Seek to reach consensus opinions within the Board wherever practicable and consider matters from other perspectives, including the public and staff

Programme manager

- Track progress and monitor the delivery plan for the programme
- Escalate concerns from the projects to the Executive
- Develop a programme risk register to align with the Corporate Risk Register

Meetings

The board will meet once a month.

Agenda and papers will be circulated at least three working days in advance of the meeting. Minutes and actions will be circulated within five working days after the meeting.
A standing agenda will be provided that will include discussion of the action log from the previous meeting, key decisions and new actions and the plan for taking these forward.

Reports on progress will be submitted to the Corporate Management Team and Executive on a monthly basis.

Membership

Members of the Innovation Board will include:

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Role on Innovation Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gordon Jackson</td>
<td>Councillor</td>
<td>Chairman</td>
</tr>
<tr>
<td>Paul Spooner</td>
<td>Leader of the Council</td>
<td>Board member</td>
</tr>
<tr>
<td>David Bilbé</td>
<td>Lead Councillor for Economic Development</td>
<td>Board member</td>
</tr>
<tr>
<td>Nikki Nelson-Smith</td>
<td>Lead Councillor for Social Welfare, Arts and Heritage</td>
<td>Board member</td>
</tr>
<tr>
<td>Chris Burchell</td>
<td>Local Economy Manager</td>
<td>Senior Responsible Officer</td>
</tr>
<tr>
<td>James Whiteman</td>
<td>Managing Director</td>
<td>Board member</td>
</tr>
</tbody>
</table>

- Other key officer support from across the Council may be invited to attend meetings, as required.

Review

The terms of reference and membership of the Innovation Board will be reviewed on an annual basis, or as required.
HOUSING BOARD – TERMS OF REFERENCE

Purpose

The purpose of the Housing Board is to support and facilitate the provision of suitable and sufficient housing, across all tenures, to meet the needs of our communities and local economy. The Board's work will be guided by our:

- Corporate Plan
- Housing Strategy
- Local Plan and associated development policies

Objectives

- Provide an overarching framework to guide our decision-making in respect of housing provision across the Borough
- Monitor progress against our housing delivery targets, identifying obstacles and recommending corrective action
- Identify solutions, within the context of local circumstances, to address the challenges of delivering housing options, which are affordable to those underpinning our local communities, economy and public services, including options for delivering social and affordable rented housing
- Identify and evaluate options which will increase the delivery rate of new housing
- Strengthen positive working relationships with partner organisations that are able to contribute towards ensuring we facilitate the delivery of housing to meet the needs of our community
- Identify and evaluate ways to fund solutions needed to enable the provision of housing across the Borough
- Provide a forum that aids the necessary strategic co-ordination of the multiple work streams across the Council that will facilitate the delivery of housing
- Identify, evaluate and recommend measures which will help ensure we have a local private rented housing sector that meets the needs of our communities

Roles and responsibilities

Chairman

- Effectively chair and facilitate Board meetings to ensure agenda is covered and all views actively sought and considered, and actions are agreed and implemented
- Champion the Board's purpose and objectives to outside bodies and organisations in consultation with board members

Senior Responsible Officer (TBC)

- Responsible for ensuring the Board remains focused on achieving its objectives and realising the expected benefits
• Promote partnership working across the organisation to engender trust amongst board members and encourage creative and collaborative relationships to develop

• Encourage and facilitate innovative and questioning thinking across a range of challenging issues and facilitate the development of appropriate solutions

**Board members**

• Review papers, attend meetings and complete actions as agreed

• Commit to developing a range of options that will increase the rate of housing delivery and as appropriate, support and facilitate the implementation of agreed solutions

• Seek to reach consensus opinions within the Board wherever practicable and consider matters from other perspectives, including the public and staff

**Meetings**

The board will meet monthly, or as agreed by the Chairman and be documented

**Proposed Membership**

Members of the Housing Board to include:

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Role on Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tony Rooth</td>
<td>Councillor</td>
<td>Chairman</td>
</tr>
<tr>
<td>Paul Spooner</td>
<td>Leader of the Council</td>
<td>Board member</td>
</tr>
<tr>
<td>Matt Furniss</td>
<td>Deputy Leader of the Council</td>
<td>Board member</td>
</tr>
<tr>
<td>Philip Brooker</td>
<td>Lead Councillor for Housing and Environment</td>
<td>Board member</td>
</tr>
<tr>
<td>James Whiteman</td>
<td>Managing Director</td>
<td>Board member</td>
</tr>
<tr>
<td>Philip O’Dwyer</td>
<td>Director of Community Services</td>
<td>Board member</td>
</tr>
<tr>
<td>Tracey Coleman</td>
<td>Director of Planning and Regeneration</td>
<td>Board member</td>
</tr>
<tr>
<td>Tim Dawes</td>
<td>Planning Development Manager</td>
<td>Board member</td>
</tr>
<tr>
<td>Stuart Harrison</td>
<td>Planning Policy Manager</td>
<td>Board member</td>
</tr>
</tbody>
</table>

• Other key officer support from across the Council will be invited to attend meetings, as required

**Review**

The terms of reference and membership of the Board will be reviewed at least annually or as required.