

## Transformation Delivery Board

### Terms of Reference (ToR)

#### 1. Purpose

The Transformation Delivery Board will provide strategic direction and leadership to ensure that between 2022 and 2027 Swansea Council delivers at least the same if not better outcomes for our population and improves our efficiency by making significant changes to the way we work and how our services are designed and delivered. The Transformation Delivery Board sets out to ensure the council:

- Remodels services, focusing on meeting people's needs, within the funding available
- Facilitates economic prosperity through already committed major infrastructure investment
- Builds inclusive, resilient, and cohesive communities by working with partners and the public to maximise use of combined resources
- Develops excellent customer service and maximise efficiency, including through the use of digital technology
- Reduces the council's impact on the environment
- Develops a motivated and committed workforce that is innovative, supported, skilled and customer-focused

#### 2. Term

This Terms of Reference is effective from December 2022 and continues until March 2027

#### 3. Membership

The Transformation Delivery Board will comprise:

- Deputy Leader (Service Transformation), Cllr Andrea Lewis (Chair)
- Director Education, Helen Morgan-Rees
- Social Services, David Howes
- Director Place, Mark Wade (interim)
- Director Finance, Ben Smith (Section 151)
- Director Corporate Services, Ness Young (interim) (Deputy Chair)
- Monitoring Officer, Tracey Meredith
- Head of Communications and Marketing, Lee Wenham
- Audit Wales, Non Jenkins (Observer)

Additional co-opted members can be added to the membership, if agreed by the Board.

#### 4. Roles and Responsibilities

The Transformation Delivery Board is accountable for:

- Delivery of the council's transformation vision and goals
- Development of the transformation strategy and plan

- Development of transformation related policies, with appropriate engagement with the Organisational Transformation Corporate Development Committee
- Identification of specific projects and programmes to be included in the transformation plan
- Ensuring alignment between the transformation strategy and plan with other council and partnership strategies and plans
- Effective communication and engagement with internal and external stakeholders to ensure transformation strategy and plan is well understood
- Oversight of the development of any business cases for transformation investment
- Oversight of the delivery of all agreed transformation projects and programmes, through highlight reports identifying achievements, risks and issues and mitigations
- Removing obstacles to the transformation strategy's successful delivery

The membership of the Board will commit to:

- attending scheduled Board meetings
- championing the council's transformation strategy and plan
- sharing relevant information with Board members
- taking timely actions that support delivery of the transformation strategy and plan

## **5. Scrutiny and Assurance**

The Transformation Delivery Board will report progress at least three times a year to Cabinet/CMT on the delivery of the transformation vision, strategy, goals and plan. The Board will also present a report annually to Cabinet on progress.

Scrutiny and assurance of the strategy will be provided by the Scrutiny Programme Committee and the Governance and Audit Committee in line with existing council procedures.

## **6. Meetings**

All meetings will be chaired by Cllr Andrea Lewis, Deputy Leader (Service Transformation). A meeting quorum will be the Chair or Deputy Chair plus two additional directors. Decisions will be made by consensus (i.e., members are satisfied with the decision even though it may not be their first choice), but if consensus is not possible, the Board chair will make the final decision.

Secretariat support will be provided by Corporate Management Team Support Staff, including:

- arranging meetings
- preparing and circulating agendas and supporting papers
- preparing and circulating meeting notes and actions

Meetings will be held quarterly for two hours on MS Teams. If required subgroup meetings will be arranged outside of these times at a time convenient to subgroup members.

## **7. Amendment, Modification or Variation**

This Terms of Reference may be amended, varied or modified in writing after consultation and agreement by Board members.

**Approved by the Transformation Delivery Board  
30 November 2022**