



# Terms of Reference

## ICT & Digital Services Steering Group

May 2019

## Document Control

Version	Date	Author	Summary of change
1.0		R. Bloor	Initial creation of terms of reference
1.1	09/04/2019	D Elkington	Inclusion of ICT Steering Group requirements and formatting changes.
1.2	15/05/2019	R Bloor	Feedback from EMT added
1.3	16/05/2019	D Elkington	Reporting routes clarified
1.4	27/08/2019	D Elkington	Portfolio Holder title updated.

## Document Approval

This document was approved by the following people

Approver Name	Version	Date
M Hamilton J Willis, D Adams	1.3	7/5/2019

## **Purpose**

The purpose of the Digital Services Steering Group is to ensure the development, co-ordination and management of the Council's digital delivery and ICT service activities through effective direction and control.

The objectives of the Digital Services Steering Group are to:

1. Provide the overarching governance and decision making framework to support both digital service development and ICT delivery.
2. Provide oversight for the definition, review and currency of the Council's digital and ICT strategies, ensuring that these are compatible with and support Council's wider corporate plan.
3. Authorising and directing the resources required for the development of strategic and operational plans for digital service development, ensuring this is linked to and delivers upon corporate objectives.
4. To consider, challenge and approve proposals for both ICT and digital matters, ensuring they meet the strategic needs of the organisation and that any conflicts are appropriately resolved.
5. Champion a 'Digital First' approach throughout all Council Services and activities, including those of elected members.
6. Oversee additional opportunities and commission initiatives that will contribute to the improvement of services and promote joined up working across the Council.
7. Promote customer consultation and data driven decisions making as the basis of digital service design and improvement.
8. Work to establish a network of Digital Champions across the borough which will support the drive for increased take-up of digital Council services, within both the staff and Member arena's.
9. To own, manage, understand and challenge the mitigation of risk for both the digital delivery and ICT services groups.
10. Report on these matters to the Cabinet, Efficiency Board, and Executive Management Team as required.

## **Key Roles**

To ensure the effectiveness of the Digital and ICT Steering Group a number of key roles and responsibilities have been identified:

### **a) Group Chair**

- To effectively chair and facilitate group meetings, ensuring that agenda items are covered and all views actively sought and considered.
- Commit to effective and efficient programme governance

### **b) Senior Responsible Officers**

- To effectively represent the interests of other service areas within the organisation and ensure that corporate priorities are aligned with the direction of the digital services steering group.
- Commit and ensure the availability of resources to deliver the objectives of the Council's ICT and Digital plans.
- To ensure that the work of the Digital Services Steering group is championed within their respective service areas and promote visibility to other corporate groups where appropriate.

### **c) Supporting Officers**

To provide technical or organisational expertise that is relevant to the work of the Digital Services Steering Group.

## **Membership**

The Digital Services Steering Group will have the following membership:

- |   |   |
|---|---|
| • Chair                                   | Portfolio Holder - Corporate and Service Improvement, People and Partnerships |
| • Vice Chair                              | Executive Director, Resources and Support Services                            |
| • Senior Responsible Officer              | Executive Director, Resources and Support Services                            |
| • Senior Responsible Officer              | Executive Director, Operational Services                                      |
| • Supporting Officer – Digital Delivery   | Digital Delivery Manager  |
| • Supporting Officer – ICT                | ICT Operations and Development Manager  |
| • Supporting Officer – Communications     | Head of Communications  |
| • Supporting Officer – Human Resources    | Head of Human Resources   |
| • Supporting Officer – Frontline Services | Head of a Frontline Service   |

To ensure quoracy, at least five group members including the Chair or nominated Vice Chair must be in attendance.

When a group member has sent their apologies to two consecutive meetings of the Group, they will be challenged in line with the Council's Efficient Meetings Protocol. This also requires an annual review of attendance and the addressing of individual poor attendance very proactively.

If a nominated Officer is unable to attend then a suitable substitute should attend where possible.

It may be necessary for a smaller group to meet (physically or virtually) at short notice due to a major incident that requires immediate attention.

## **Frequency of Meetings**

Meetings will be held on a bi-monthly basis, with emails considered as an appropriate mechanism to keep the group up-to-date in-between. It may however be necessary for meetings to be called more frequently. Therefore meetings may be called as and when required / necessary with the agreement of the chair.

## **Standards**

Decisions will be taken by agreement. There will be no voting.

Agendas will be electronically available at least four working days prior to meetings. Associated documents will be circulated with the agenda wherever possible; otherwise before the meeting except in exceptional circumstances or in relation to urgent items.

Papers containing sensitive information will be restricted.

An Action Log will be compiled for each meeting and agreed as an accurate record at the next meeting. Agreed Action Logs will be forwarded to the next available Efficiency Board and Executive Management Team for information.

## **Reporting**

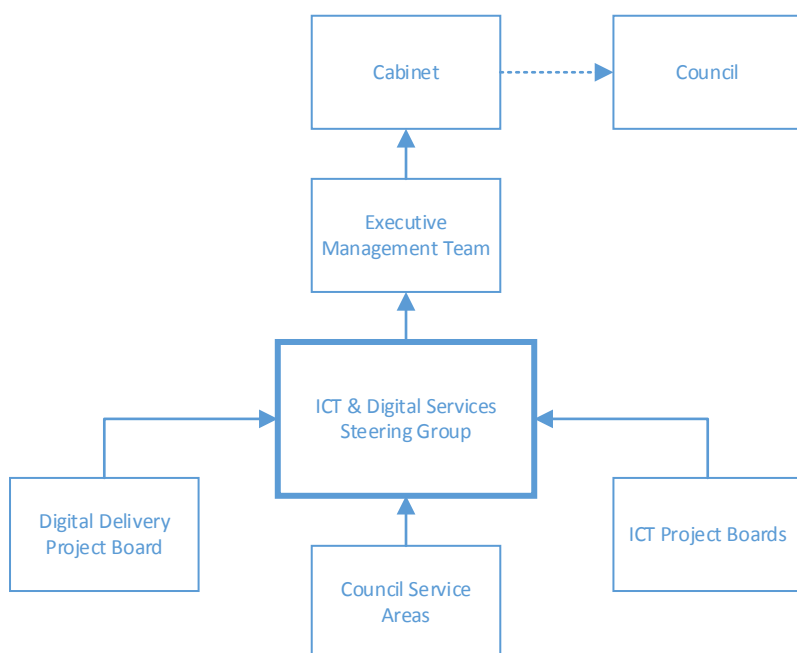


Figure 1. Digital Services Steering Group – Reporting Framework

The approved minutes and decisions of the group will be reported to:

- Executive Management Team
- Cabinet
- Council (at the request of Cabinet)

Corporate groups that report into the ICT and Digital Services Steering Group include:

- Digital Delivery Project Board
- ICT Project Boards (established in response to approved project work where necessary)

Council Services may also report into the ICT and Digital Services Steering Group for tasks such as requesting resource, approval of a business case, etc.

Where necessary, the policies developed and approved by the group may require consideration by Staffing Committee and other appropriate consultative groups.

### **Support to the Group**

Administrative Support – Secretary to the Executive Director, Resources and Support Services