Appendix 1: Terms of Reference for the Transformation Board

1. Status and purpose

The Transformation Board is a non-decision-making advisory and oversight forum established by Cabinet. It will provide cross-party political oversight, strategic direction, assurance and constructive challenge of the corporate transformation portfolio. It is not a committee or sub-committee of the Council, an executive decision-making body or a body exercising delegated officer functions. Its work must be consistent with the Constitution, Scheme of Delegation of Functions, Financial Procedure Rules and Contract Procedure Rules.

2. Responsibilities and authority

The Board will:

- review the strategic alignment, overall balance and health of the corporate transformation portfolio;
- provide constructive challenge and seek assurance on significant programmes, including whether intended outcomes and benefits are being realised;
- advise on portfolio priorities, sequencing and potential de-prioritisation;
- receive assurance on the development, proportionate application and effectiveness of the Bridgend Way;
- identify barriers, risks, dependencies or resource conflicts requiring CMT action, political support or referral to an authorised decision-maker;
- make recommendations to Cabinet, Council, CMT or authorised officers; and
- require further information or assurance where necessary.

The Board will be supported by an agreed portfolio, timely information, direct access to SROs and clear escalation routes.

The Board may not:

- approve business cases;
- approve entry to, removal from or sequencing within the corporate transformation portfolio;
- allocate or commit budgets;
- commission expenditure or enter contracts;
- direct officers;
- amend the policy framework; or
- exercise formal powers.

Any recommendation requiring formal action will be referred to the authorised decision-maker, whose discretion will not be fettered.

3. Chair and membership

The Leader will chair the Board. Membership will be determined by the Chair and will initially comprise:

- the Leader;
- three other Cabinet Members;
- the leader of each opposition political group; and
- the Chief Executive.

The following will attend in support of the Board:

- the Monitoring Officer and Section 151 Officer, as advisers; and
- the Head of Transformation and Digital, relevant SROs and other officers or advisers, when requested.

The Chair may invite others for particular items. Invitees will not count towards the quorum. Membership may be reviewed by the Chair, provided that the Board's cross-party and advisory character is maintained.

4. Quorum and meetings

The quorum will be four members: the Chair or a Cabinet Member nominated to preside, at least one other Cabinet Member, at least one opposition group leader, and the Chief Executive or a nominated CMT member. If a meeting is not quorate, information may be received and discussed but no collective advice or recommendation will be issued. The Board will normally meet every six weeks and operate by consensus; differing views will be recorded. Written views may be sought between meetings where the quorum is observed and the outcome is recorded.

5. Governance, records and relationships

The TPO will coordinate agendas, papers, records, actions and referrals. Records will include advice, differing views, declarations of interest and formal decision routes. Members and officers must comply with applicable Codes of Conduct and information governance requirements. CMT will remain the corporate portfolio owner; SROs and programme boards will remain accountable for delivery; the Monthly Finance meeting will provide financial and capital programme oversight in accordance with the Council's CIPFA Financial Management Code arrangements; Cabinet and Council will retain formal decision-making; and scrutiny, audit and statutory officer functions will remain independent and unchanged.

6. Review

The Board and these Terms of Reference will be reviewed after six months and at least annually thereafter. The review will include whether the structure has sufficient practical influence and escalation power. Minor operational amendments may be made by the Corporate Director – Finance and Transformation after consultation with the Leader, Chief Executive and Monitoring Officer, provided that the Board's purpose, advisory status and constitutional position are unchanged. Substantive changes will return to Cabinet.