# Digital Services Group: Terms of Reference

**Core group:** Digital Transformation & Customer Services Manager (Chair)
Assistant Director - Information and Improvement Services (Vice Chair)
Assistant Director - Xentrall Shared Services
Communication, Consultation and Engagement Manager
ICT Business Analysis & Projects Manager

**Project leads / Service Reps:** As required

**Governance:** Reports to SWIS board / CMT / Cabinet as required.

**Key functions:**

**Digital Developments**

➢ Strategic council-wide oversight of the development of digital services, systems, technologies and solutions

- Developing and capturing ideas and initiatives

- Ensuring a robust evidence base to support the ideas and initiatives

- Ensuring the ideas and initiatives fit with the Council's priorities and the Smarter Working in Stockton principles

- Agreeing the high level feasibility of ideas and initiatives to go forward to the gateway approval process

- Agreeing purchases of solutions, systems and technologies, ensuring strategic fit and value for money, this includes working with services to provide advice and guidance to inform decisions

- Developing the learning and capacity across the organisation to deliver the requirements

➢ Strategic council-wide oversight of Directorate Information Systems Strategies and the associated Xentrall ICT Services work programme

- Identifying opportunities for consolidation and shared developments

- Prioritisation of Digital and System development activities, including the Xentrall ICT Services work programme

**Governance**

➢ Develop and oversee the gateway approval process

  – Ensuring that each initiative is supported by a robust business case with clear outcomes, timescales, resources, funding and benefits

  – Authorisation through the relevant gateway stages

  – Ensuring that all relevant services are involved at the appropriate stages

  – Approving tolerances on outcomes, timescales, resources, funding and benefits

  – Approving changes through exception plans and change controls

  – Providing direction on escalating and reporting of risks and issues as required

**Key roles:**

➢ Digital and Customer Lead: Digital Transformation & Customer Services Manager (Chair)

➢ Information & Improvement Lead: Assistant Director - Information & Improvement Serv. (Vice Chair)

➢ Technology Lead: Assistant Director - Xentrall Shared Services

➢ Web and Communications Lead: Communication, Consultation and Engagement Manager

➢ Xentrall ICT Programme Lead: ICT Business Analysis & Projects Manager

➢ **Project Leads / Service Reps**
This list is not exhaustive as membership of this group is expected to be flexible to enable individuals to join if there are key developments or projects impacting on their service area.

  – Adults, Health and Children's Strategy and Commissioning
  – Adults Services
  – Adults Systems
  – Democratic and Administration and Licensing
  – Children's Services
  – Children's Systems
  – Community Services
  – Council GIS
  – Council Procurement
  – Council Website
  – Culture, Leisure and Events
  – Customer Services
  – Economic Growth and Development
  – Environmental Health
  – Information Governance
  – Legal Services
  – Revs and Bens
  – Xentrall Finance
  – Xentrall HR
  – Xentrall ICT

**Meeting Structures:**

**Governance**
Attendees: Core Group + Project Leads by invitation as required
Regularity: Monthly
Purpose:   Compliance with strategies;
                Prioritisation of projects, including Xentrall ICT work programme;
                Gateway review and approval;
                Exception and change management;
                Management of escalated risks.

**Digital Developments**
Attendees: Core Group + Project Leads / Service Reps
Regularity: Quarterly
Purpose:   Development of ideas and strategies;
                Feasibility, definition and monitoring of projects;
                Alignment of projects with strategies
                Evaluating options and defining solutions;
                Sharing information, experiences and resources;
                Advice, guidance and support for Council Services.

**Project Delivery**
Attendees: Project Leads + project teams
Regularity: As required.
Purpose:   Development of project documentation to inform each Gateway process;
                Identification of project benefits, costs and plans;
                Management of projects within agreed tolerances;
                Escalation to Digital Services Group (gateway reviews, exceptions, change
                control and risks).

**Gateway approval process**

High level feasibility of new idea or initiative, production of mandate document

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GATEWAY 1 Approval to proceed

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Details about potential project, production of project brief document

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GATEWAY 3 Approval to proceed

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Design and planning, production of project initiation document

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GATEWAY 2 Approval to proceed

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Delivery against agreed plan, production of project update reports

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GATEWAY 4 Approval to proceed

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Project nearing successful completion, production of project closure report

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GATEWAY 6 Handover

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Preparation for handover to service

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GATEWAY 5 Approval to close