

Programme Board Terms of Reference

v 1.2

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DOCUMENT CONTROL

(i) Summary

PSSSP Programme Board Terms of Reference

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(iii) Key Personnel

Role	Name	Position	Date
Author	Kirstie Murray	Programme Management Office	03/05/2016
Approver	Programme Board	Programme Board	03/05/2016

(iv) Document status history

Version	Issue date	Reason for update
1.1	03/05/2016	Terms of Reference Agreed
1.2	11/09/2017	Programme Vision and governance structure updated following Board approval of new vision and advisory model.

(v) Distribution

Name	Responsibility/Branch (or Dep't/Organisation)

Public Sector Shared Services Programme Board

Terms of Reference

1. Purpose

- 1.1. The purpose of this document is to define the Terms of Reference for the Public Sector Shared Services Programme Board.

2. Background

- 2.1. The Stormont House Agreement was published on 23 December 2014 (agreed by the NI Executive on 22 January 2015) and included a commitment to the extension of shared services across the NI public sector in driving forward a comprehensive programme of public sector reform and restructuring.
- 2.2. In May 2015 an Innovation Lab was held, attended by representatives from Education Authority, health, local government and NICS. This confirmed a willingness to share services across traditional public sector boundaries and identified 20 services that could potentially be shared including HR, payroll, finance and IT.
- 2.3. An informal market sounding exercise has been carried out with NICS incumbent suppliers, potential suppliers, consultancy firms, software solution providers, Central Procurement Directorate and Cabinet Office. This confirmed that there are a wide range of strategic options available for delivering innovative and cost effective next generation shared services that could also be provided to the wider NI public sector and beyond.
- 2.4. The Public Sector Shared Services Programme has been established to take forward this initiative, exploring and pursuing options for sharing services across the NI Public Sector and beyond.

3. Vision and Objectives

- 3.1. The Public Sector Shared Services Programme has a vision of:

Collaboratively optimising shared services to enable excellent public service delivery

- 3.2. These terms of reference will form the governance arrangements for the programme during its OBC development phase.
- 3.3. The membership and terms of reference of the Board will be reviewed both during and upon completion of the OBC development phase to ensure governance requirements are relevant and to establish appropriate arrangements for the latter phases.

3.4. The objectives for the OBC development stage of the programme are to:

- Develop the strategic outline case (SOC) by May 2016;
- Conduct a research questionnaire exercise by January 2017;
- Develop the outline business case (OBC) by March 2018;

4. Roles and Responsibilities

The programme board will

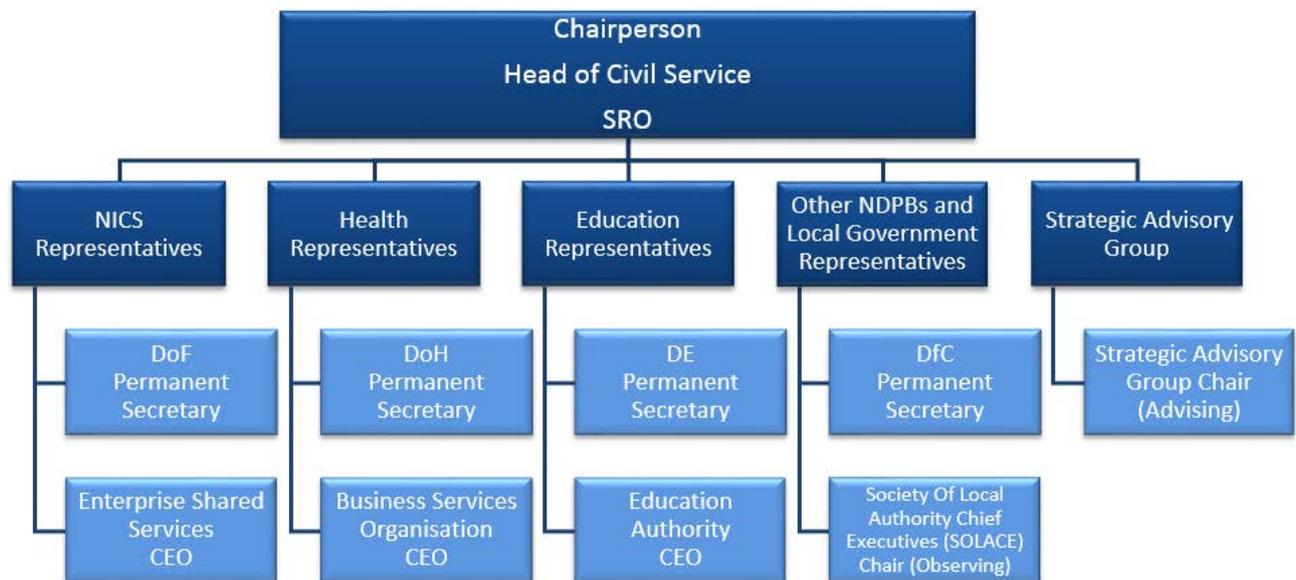
- 4.1. Provide visible leadership, direction and commitment to programme objectives, and promote effective communication of the programme's goals and progress;
- 4.2. Act on behalf of their representative sector and/or customer grouping ensuring the necessary cooperation and availability of essential programme resources;
- 4.3. Support the Executive's commitment to the expansion of shared services which secure improvement in efficiency, effectiveness and delivery;
- 4.4. Take overall responsibility for the effective running of the programme including agreeing significant variations to the programme plan; and
- 4.5. Serve as the key decision making body for all matters relating to the programme and act as the escalation point for any issues arising within the programme and its subtending projects.

5. Membership

- 5.1. The chairperson of the Programme Board is the Head of the Civil Service who will act as senior responsible owner (SRO) for the programme and has particular responsibility for providing effective leadership of the Board.
- 5.2. The Permanent Secretary of the Department of Finance will act as chairperson should the Head of the Civil Service be unavoidably absent.
- 5.3. The core membership of the Public Sector Shared Services Programme Board, displayed in **Figure 1** is as follows:

- Head of the Northern Ireland Civil Service – David Sterling;
- Department of Health Permanent Secretary – Richard Pengelly;
- Business Services Organisation CEO – Liam McIvor;
- Department for Communities Permanent Secretary – Leo O'Reilly;
- Department of Education Permanent Secretary - Derek Baker;
- Education Authority CEO – Gavin Boyd;
- Department of Finance Permanent Secretary – Hugh Widdis; and
- Enterprise Shared Services CEO – Paul Wickens.

Figure 1
Public Sector Shared Services Programme Board



5.4. A meeting will be quorate if five members are in attendance.

5.5. Where members are unable to attend they may nominate a deputy to stand in although such deputies will not count towards the meeting being quorate.

5.6. The Chair of the Strategic Advisory Group will attend Board meetings in an advisory capacity.

5.7. The Chair of the Society of Local Authority Chief Executives (SOLACE) will attend Board meetings as an observer.

5.8. Additional to board members, the following individuals may be in attendance as appropriate:

- Programme Director;
- Programme Manager;
- Project Managers; and
- Secretariat, provided from within the Programme Team.

6. Frequency

6.1. Meetings will be scheduled to coincide with completion of key programme outputs for board consideration and approval.