

Joint ERP Programme – Steering Group Terms of Reference

A. Purpose of the Steering Group

This Steering Group has been established to coordinate, direct and provide oversight to the Joint ERP Programme. It provides a mechanism to review the activities of the ERP Programme Board and of the teams and groups which support the Board in the delivery of the objectives of the Programme.

Specifically, the role of the Steering Group includes:

- Championing the ERP Programme's vision and objectives at a senior and political level;
- Approving key programme deliverables, including the vision, the business case, the organisations' requirements leading into procurement activities; the programme plan, the communications strategy, and the programme budget;
- Providing direction on vision and programme delivery;
- Providing a point of escalation for significant risk and issues, including cross-organisational challenges, difficulties in applying the programme vision in practice, and addressing blockages and barriers as they arise;
- Supporting the ERP Programme Board in the management of key stakeholders; and
- Supporting the Shared Services Joint Committee in exercising formal governance over the programme.

B. Membership of the steering group

The members of the Steering Group will comprise:

- Cllr David Armstrong (CWaC, Portfolio Holder for Legal and Finance)
- Cllr Peter Groves (CE, Portfolio Holder for Finance and Assets)
- Mark Wynn (CWaC, Director of Finance and s151 Officer)
- Peter Bates (CE, Chief Operating Officer and s151 Officer)
- Sam Brouzas (CWaC, Director of Professional Services)
- Dominic Oakeshott (CE, Joint Senior Responsible Officer for ERP Programme)

C. Structure of the steering group

The steering group meetings will be chaired by the Joint SRO for the Programme, Dominic Oakeshott.

Minutes will be taken of the meeting and circulated subsequently.

The chair will act as a co-ordinator at all meetings. All decisions relating to the steering group are made based on a consensus basis.

D. Group meetings

Meetings will initially be aligned to the scheduled meetings of the Shared Services Joint Committee, typically bi-monthly, but the frequency of the Group's meetings will be reviewed regularly. Meetings will be face-to-face where possible alternating between East and West Locations, but alternatives such as video conferencing will be used to maintain communication where appropriate. This steering group will exist until the ERP Programme has delivered its objectives or until such time that an alternative governance mechanism is agreed by the Group.

E. Finance and resources

The ERP Programme at the time of formation is funded to deliver a Detailed Business Case. At this point it is anticipated that funding will be approved for the remainder of the programme through to delivery and implementation of a replacement solution.

Any third party costs incurred in the servicing of the Steering Group will be charged to the programme budget.

F. Accountability

The ERP Steering Group will be accountable to the members of Shared Services Joint Committee.

The Group will present a progress report to each meeting of the Joint Committee during the lifetime of the Programme.

G. Review

These Terms of Reference will be reviewed every 6 months, or as requested by members. Next review will take place in December 2016.