
TITLE: GOVERNANCE ARRANGEMENTS FOR THE TRANSFORMATION
PROGRAMME

To: Regulatory and Support Services Committee

Date: 14th September 2015

From: Richard Quayle- Director of Support Services

[Q71]

1.0 Issue

1.1 This report presents the draft Governance document and proposed reporting and decision making processes for the Council's Transformation Programme.

2.0 Recommendations

2.1 It is recommended that the Committee;

- (i) Approves the Governance Document for the Council's Transformation Programme attached at Appendix 1.
- (ii) Approves that the proposed Transformation Programme Sub-Committee will be established as a Sub-Committee of Regulatory and Support Services Committee with Terms of Reference as detailed in Appendix 2.
- (iii) That the following Members be appointed to the Transformation Programme Sub-Committee (5 Conservative, 1 Liberal Democrat) as follows:

Chair of Regulatory and Support Services Committee (Cllr Anna Bailey)
 Service Delivery Champion for Performance Management (Cllr Dan Schumann)
 Service Delivery Champion for ICT (Cllr Mike Bradley)
 Service Delivery Champion for Human Resources (Cllr Lisa Stubbs)
 Service Delivery Champion for Customer Services (Cllr Jo Webber)
 Representative for the Liberal Democrats (Cllr Sue Austen)

3.0 Background

3.1 On 6th July Regulatory and Support Services Committee formally agreed the Programme Plan for the Council's Transformation Programme.

3.2 The Programme Plan sets out the following;

- The Vision of the Transformation Programme.
- The portfolio of projects required to deliver the Vision along with the project outline and initial key project dates.
- Details of key project dates and a description of each project in detail.

3.3 The Transformation Programme supports the outcomes within the recently adopted Corporate Plan and helps to ensure that East Cambridgeshire remains a place where people want to live, work and visit.

- 3.4 The Governance Document provides a control framework which will enable the Transformation Programme to have clear reporting processes in place, help the Programme manage resources, deliver agreed outcomes and run efficiently.
- 3.5 The proposed Governance Document shows clear reporting mechanisms, strategic alignment, a co-ordinated approach to managing the Programme, roles and responsibilities and quality control.
- 3.6 As part of the reporting mechanism, a Transformation Programme Sub-Committee is proposed which consists of relevant Service Delivery Champions who will have direct responsibility for a number of specific services highlighted in the Programme portfolio;
- Customer Services (Councillor Jo Webber)
 - ICT Services (Councillor Mike Bradley)
 - Human Resources (Councillor Lisa Stubbs)
 - Performance Management (Councillor Dan Schumann)
- 3.7 In addition, the Chair of Regulatory and Support Services Committee, Councillor Anna Bailey, and a representative from the Liberal Democrats, Councillor Sue Austen, are proposed to be Members of the Transformation Programme Sub-Committee.
- 3.8 An initial meeting of the above Members was held on 24th August to consider the Governance arrangements and Terms and Conditions of the Transformation Programme.
- 3.9 It was requested that they become a Sub-Committee of Regulatory and Support Services to help ensure the following;
- That the Transformation Programme is fully embedded within the practices of the Council.
 - There is a clear reporting mechanism in place to escalate Project Initiation Documents for agreement by Members.
 - Reporting of outputs from projects is conducted within a transparent process.
- 3.10 Argument and Conclusions
- 3.11 The Governance Document sets out clear reporting mechanisms and programme management processes within the Transformation Programme.
- 3.12 Members are asked to agree the Governance Document for the Transformation Programme.
- 3.13 Members are asked to agree that the proposed Transformation Programme Sub-Committee is established as a Sub-Committee of Regulatory and Support Services Committee.
- 3.14** As the Transformation Programme will have wider implications on the organisation, not all of the Members of the Sub-Committee sit on Regulatory and Support Services Committee. Therefore, Regulatory and Support Services Committee are requested to confirm that this is agreeable.
- 4.0 Financial Implications
- 4.1 There are no financial implications associated with this report, however, there will be financial implications associated with a number of the projects within the Programme.

5.0 Equality Impact Assessment

5.1 All projects within the portfolio will have an attributable equality impact assessment where required.

6.0 Appendices

- Appendix 1 - Transformation Programme Governance Document
- Appendix 2 – Terms of Reference for Transformation Programme Sub-Committee

Background documents- None

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**EAST CAMBRIDGESHIRE
DISTRICT COUNCIL**

Transformation Programme Governance Document

Version 0.1 (draft)

Change History

Version	Date approved	Last review date	Equality Impact Assessment	Author
0.1	First version for approval by Regulatory and Support Services Committee			Hetty Thornton-Programme Manager (Performance Management Officer)

Sign Off

Approval is required from the following:

Name	Date Approved
Regulatory and Support Services Committee	

1. Purpose of Document

The purpose of this document is to outline the governance arrangements for the Transformation Programme.

It includes the following sections:

- Section 2: Background and overview of the programme.
- Section 3: The requirement for a programme management approach.
- Section 4: Programme organisational structure. This includes roles and responsibilities, reporting arrangements and meeting administration.
- Section 5: The process for incorporating new projects.
- Section 6: Quality control and configuration management.

2. Background and Overview of the Programme

Effective governance is the control framework by which the strategic vision of the programme and the organisation is to be delivered. The Transformation Programme needs clear and open governance to run successfully so that it can support the Council's priorities and the vision of the organisation.

A governance framework will enable the programme to negotiate and manage the resources it requires to run effectively allowing it to deliver its agreed outcomes and benefits.

In July 2015 Members agreed the new Transformation Programme which has identified 3 main themes to support the Council to be financially self-sufficient;

- Customer focused
- Learning and improving
- Efficient business

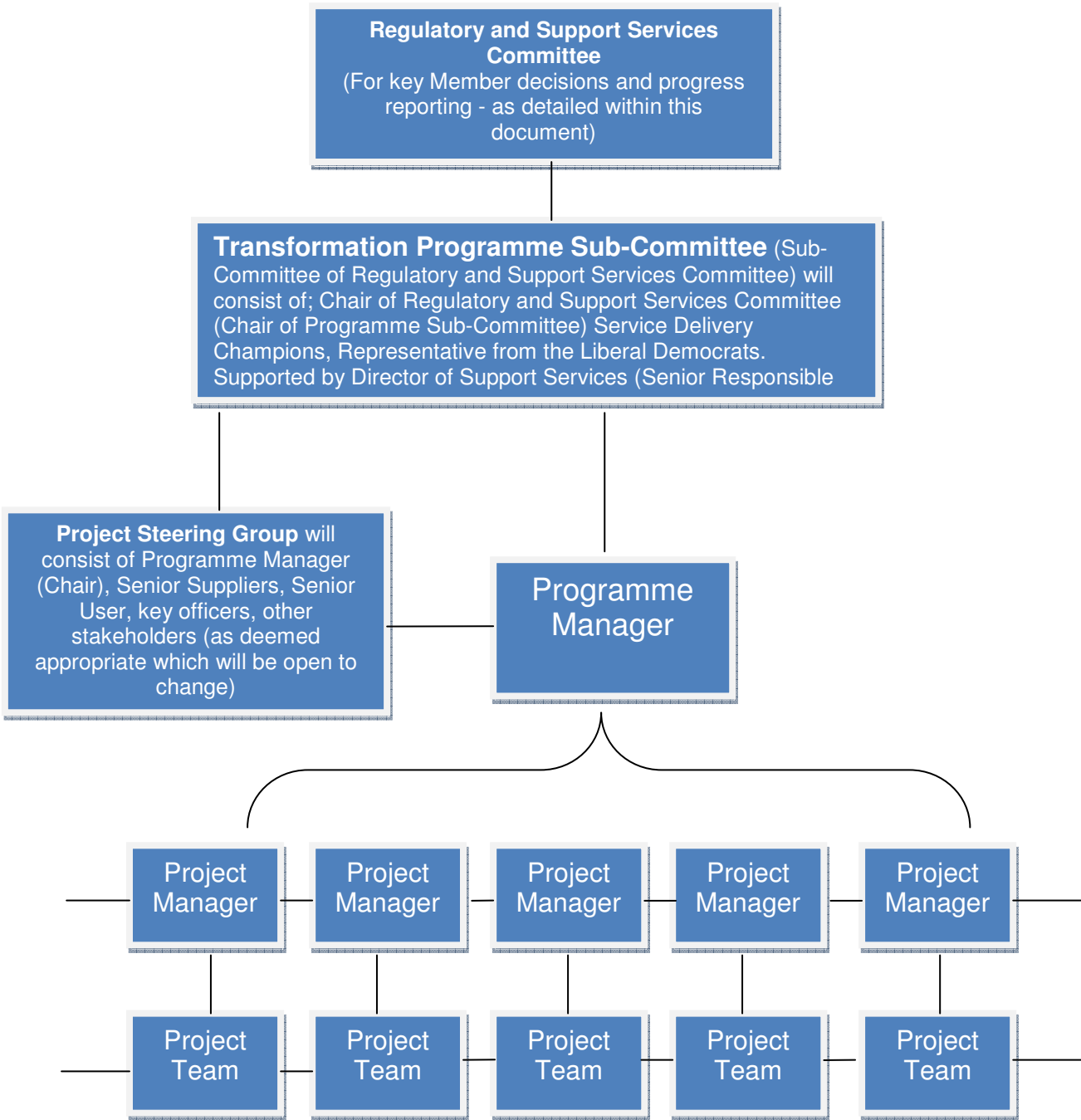
In addition the Council has recently agreed a new Corporate Plan which sets out an ambitious vision until 2019, to help ensure that East Cambridgeshire remains a place where people want to live, work and visit. The Transformation Programme will help to support the vision and reinforce the strategic aims of the organisation.

The themed approach to the Transformation Programme will provide clear processes to deliver organisational change which will focus on driving out inefficiencies and develop stronger partnerships, ensuring a more joined up approach is adopted across the Council whilst developing the skills and leadership abilities of staff internally.

The vision of the programme is set out in the Transformation Programme Blueprint. The initial set of projects required to deliver the Blueprint have been identified and can be found in the Programme Plan.

All of the initial projects have been identified through focused workshops open to all staff and all councillors. Therefore, the work programmes have been clearly devised with customers in mind, to ensure that our services are built around their needs.

3. Requirement for Programme Management Approach



The above chart shows the structure of the reporting processes within the Transformation Programme.

In most cases Project Managers will manage their respective Project Team which supports the Project Manager with the deliverables.

The Transformation Programme Sub-Committee (which is a Sub-Committee of Regulatory and Support Services) consists of Service Delivery Champions (as identified within this document) and a representative from the Liberal Democrats. It is responsible for ensuring that the following benefits associated with running the Transformation Programme are undertaken appropriately.

In addition the Senior Responsible Owner will support the Transformation Programme Sub-Committee and the Programme Manager will provide updates on the progress reports.

The following decisions shall be escalated up to Regulatory and Support Services Committee for final Member approval in the following situations;

- Where a consensus of opinion is not reached within the Transformation Programme Sub-Committee.
- Where a decision is required which focuses on a financial decision to be made.
- Where a project demonstrates a significant risk.
- Other decisions as deemed appropriate by the Transformation Programme Sub-Committee.

A. Effective alignment of projects

There have been a number of projects identified within the Transformation Programme which are set to run concurrently but most have differing timescales for completion.

Most projects will be interdependent from one another to be successful and cannot exist in a silo working environment. Therefore the Programme Management approach has been designed to help support the projects to achieve their deliverables and provide successful outputs.

There are several projects currently identified (set out within the Transformation Programme Plan), although it is recognised these could potentially change or new ones added to the portfolio of projects as the process develops.

B. More efficient, co-ordinated use of resources

A Programme Plan and a Governance Framework will help to provide clear guidance on the programmes' accountabilities and responsibilities for all those actively involved.

Robust governance will help to drive out inefficiencies in working practices, reduce duplication of work and ensure that the Transformation Programme runs effectively.

The reporting structure is shown on page 4. Although each project won't necessarily need a full project initiation document, an identified Senior User will provide clear updates on the progression of the work against the milestones to the Transformation Programme Sub-Committee.

C. Strategic alignment

The Transformation Programme fully supports the new Corporate Objectives;

- To be financially self-sufficient and provide services driven by and built around the needs of our customers.
- To enable and deliver commercial and economic growth to ensure that East Cambridgeshire continues to be a place where people want to live, work, invest and visit .

By strategically aligning the Programme with our Corporate Objectives we will ensure that the outputs of the work are embedded within the organisation.

In addition the Council will develop a robust monitoring process which has clear and accountable frameworks in place to ensure the success of the projects against the needs of our customers and that of the organisation.

D. Protects benefit realisation

Projects will be assessed against the milestones within each project initiation document and throughout the development and monitoring process to ensure that the customer is satisfied with the outputs. The projects will stay live until the whole programme has been completed therefore the outputs can be monitored for longer timescales than within a normal project management process.

Where possible, the Council will endeavour to appoint Project Managers in-house. This will support benefit realisation as it will enable internal staff to pinpoint where internal resources can be utilised and help with cost and time savings.

E. Risks are more effectively managed

Managing risks within the programme will help to reduce problems occurring considerably.

A consistent approach across the projects, open lines of communication, a well-defined programme plan, effective change management and involvement from customers and stakeholders will ensure that a good risk management process is in place.

Any issues which may arise will be cascaded through the programme reporting mechanisms to ensure that the projects are delivered.

4.1 Programme Roles and Responsibilities

Key programme roles and responsibilities are described in the following sections. The list is not exhaustive.

4.1.1 Programme Structure

4.1.2 Purpose

An effective programme structure is essential to drive forward the projects and ensure its success. The following information provides a synopsis of key roles and responsibilities within the structure;

The Transformation Programme Sub-Committee

The Transformation Programme Sub-Committee will be a Sub-Committee of Regulatory and Support Services Committee and will consist of; Chair of Regulatory and Support Services Committee (Chair of Regulatory and Support Services Committee), key Service Delivery Champions. The Senior Responsible Owner (Director of Support Services) will support the Transformation Programme Sub-Committee and the Programme Manager will report to the Transformation Programme Sub-Committee.

It will undertake the following;

- Monitor the outputs of the Transformation Programme.
- Agree key strategic decisions which could potentially affect the running of the Council.
- Where appropriate, agree the procurement of contractors or equipment.
- Help to mitigate against risk and secure the future success of the Programme in accordance with key milestones.

4.1.3 Responsibilities

- Give guidance and support the direction of the Programme.
- Provide clear leadership.
- Ensure that where resources are necessary they are provided; in accordance with project need, project outputs and business requirements.
- Manage any key strategic risks facing the programme.
- Resolve conflict (should it arise).
- Maintain the programme's alignment to the Council's strategic direction.
- Ensure the Council and staff are managed carefully through the process of change.
- Take responsibility for approving outputs from definition stage.
- Be responsible for the go ahead to move to the implementation stage.
- Have ultimate responsibility for the programme's success.

4.1.4 Membership of the Transformation Programme Sub-Committee (Sub-Committee of Regulatory and Support Services Committee)

Role	Person
Chair of Regulatory and Support Services Committee	Councillor Anna Bailey (Chair of the Transformation Programme Sub-Committee)
Service Delivery Champion for Performance Management	Councillor Dan Schumann
Service Delivery Champion for ICT	Councillor Mike Bradley
Service Delivery Champion for Human Resources	Councillor Lisa Stubbs
Service Delivery Champion for Customer Services	Councillor Jo Webber
Representative for the Liberal Democrats	Councillor Sue Austen

Officer representation

Director of Support Services (Senior Responsible Owner)	Richard Quayle
Programme Manager (reporting into the Transformation Programme Sub-Committee)	Hetty Thornton (Performance Management Officer)

4.1.5 The Project Steering Group

Underneath the Transformation Programme Sub-Committee lies the Project Steering Group.

The Project Steering Group will consist of; Programme Manager, Project Managers, Senior Supplier, Senior User.

The Project Steering Group will;

- Propose the projects and key milestones.
- Ensure that the outputs are strategically aligned to the Corporate Priorities.
- Offer support, advice and expert interventions when required.
- Take responsibility for the management and direction of the programme.
- Review the approach to the programme in general.

4.1.6 Responsibilities

- Provide technical advice to the members of the Project Steering Group to ensure that the projects run effectively and efficiently.
- Provide support to the Project Managers as required.
- Provide quality assurance of the overall integrity of the programme, ensuring that the capability delivered will meet the needs of the Council.
- Be creative and innovative whilst keeping the needs of the customer at the heart of everything we do.
- Inform the agenda of the Transformation Programme Sub-Committee.
- Provide quality assured advice.
- Resolve problems and exceptions, escalating those to Transformation Programme Sub-Committee where they genuinely cannot or should not be resolved at lower levels.
- Monitor delivery of work programmes.

- Escalate significant risks to the Transformation Programme Sub-Committee (significant risks defined as those with a risk score of 15 or greater).
- Ensure that benefits are defined and realistic realisation plans are in place.

The Project Steering Group will escalate areas of work to the Transformation Programme Sub-Committee where;

- Decisions made cannot reach a consensus so ultimate decision needs to be taken to the Transformation Programme Sub-Committee.
- All risks that attract a Risk Management score of 15 or over.
- Project Exceptions.
- Any other issues as deemed appropriate by the Project Steering Group.

4.1.7 Membership

Role	Person
Programme Manager (Chair)	Hetty Thornton (Performance Management Officer)
Project Managers	TBC
Executive / Senior User / Supplier roles/ technical experts	Annette Wade (Customer Services Manager), Mark Chadwick (ICT Services Manager), Financial Services Lead (Ian Smith), HR Lead (Nicole Pema) and others (TBC)

4.1.8 Administration of the Transformation Programme Sub-Committee and Steering Group

Administration arrangements will be as follows;

- The Chair of Regulatory and Support Services will Chair the Transformation Programme Sub-Committee. The Programme Manager will chair the Steering Group meetings.
- The Project Steering Group will meet monthly and the Transformation Programme Sub-Committee will meet every 6-8 weeks (or more frequently if required).
- Agendas and papers are to be circulated at least 3 working days prior to a meeting for the Steering Group and 5 working days for the Transformation Programme Sub-Committee.
- The Project Managers and Programme Manager will provide update reports and raise any items as required.
- The Programme Manager will be responsible for arranging Project Steering Group meetings and the agenda.

4.1.9 Meetings

Meeting agendas needs to be flexible enough to allow the Transformation Programme Sub-Committee and Steering Group to carry out their role, however there will be a number of standard agenda items e.g.:-

- Signing off previous minutes / actions
- Highlight Report (presented by Programme Manager) covering:
 - Performance against plan.
 - Work carried out over previous period.
 - Work to be carried out over future period.
 - Budget status.
 - Risks and Issues.
- Approval of programme / project outputs.
- Project Managers to report any issues/risks.

Agenda items can be raised by any member of the Transformation Programme Sub-Committee / Project Steering Group.

Agendas should be circulated at least a week before each meeting. The Programme Manager is responsible for agreeing the agenda with the Chair of the Transformation Programme Sub-Committee and circulates it along with associated papers to Project Steering Group.

The Project Steering Group meetings will be minuted and distributed within 5 working days. The minutes will be signed off by the Project Steering Group at the following meeting.

4.1.10 Reporting to the Regulatory and Support Services Committee

The Minutes of the Transformation Programme Sub-Committee will be submitted to the Regulatory and Support Services Committee since it is a Sub-Committee of that Committee.

The Transformation Programme Sub-Committee will report quarterly to the Regulatory and Support Services Committee, this will include:

- An update on progress.
- Requests for approval for any new projects requiring funding.
- Reports on completed projects reviewing how the project performed and requesting approval to close the project.
- Any significant risks, issues or decisions that the Sub-Committee feel should be made by Regulatory and Support Services Committee.

Key Roles and Responsibilities supporting the Programme

Officer support to the Transformation Programme will be provided across a number of areas.

Role	Description
Senior responsible owner (SRO) Richard Quayle (Director of Support Services)	<p>The Senior Responsible Owner is accountable for the Programme. They will ensure that it meets with the Corporate Objectives and meets the needs of the customer.</p> <p>They will create and communicate the vision of the Programme and provide clear leadership.</p> <p>The SRO will secure the investment required (with the agreement of the Transformation Programme Sub-Committee) to undertake the projects.</p> <p>They will monitor the risks within the projects and ensure that appropriate assurance is in place.</p>
Programme Manager Hetty Thornton (Performance Management Officer)	<p>The Programme Manager will manage the Programme Office and be responsible for day to day running of the programmes. They will be responsible for providing direction to the Project Managers (with the SRO).</p> <p>They are responsible for managing project dependencies, risks, conflicts and resources.</p> <p>The Programme Manager will report directly to the Transformation Programme Sub-Committee.</p>
Project Managers	<p>Project Managers are assigned to manage projects within each of the Programme. They will be responsible for the day to day running of the projects, development of plans, managing project schedules, allocation of work packages, risks, conflicts and resources.</p> <p>Project Managers consist of staff who have volunteered to support the Programme.</p>
Administration Democratic Services	<p>To provide administrative support to the Programme and Project Manager.</p>

5. The process for incorporating new projects

5.1 Incorporating projects from outside of the Transformation Programme

Where required (and subject to the agreed decision making processes) the Transformation Programme can accept further projects which meet with the outputs in the original Programme Plan.

To ensure consistency, each project must follow the same process and initially complete a Project Outline to be submitted initially to the Project Steering Group. If agreed by the Steering Group it will be escalated to the Transformation Programme Sub-Committee

Once that the project is agreed in principle by the Transformation Programme Sub-Committee, the owner of the project will be expected to produce a full Project Initiation Document to be presented for a final member decision at Regulatory and Support Services Committee. It will then follow the same processes as other projects within the Transformation Programme.

The Project Steering Group will review the Project Outline to ensure the project supports the following;

- Aligns to the Transformation Programme Plan.
- Does not duplicate other systems already in place but provides integration where possible.
- Has sufficient resource available to deliver the project.
- Has a clear business case and suitable project management arrangements in place.

Once the Project Steering Group has reviewed the proposed project outline it will recommend to the Transformation Programme Sub-Committee.

- Reasons why the proposed project should or should not take place.
- Whether the proposed project should be managed as part of the Transformation Programme or outside of the programme.
- Resources from within the programme that should be allocated to the project e.g. use of a Project Manager.

Service Delivery Leads will be asked to take responsibility for updating the Project Steering Group so that the projects can be escalated up to the Transformation Programme Sub-Committee for further discussion.

Failure to do so by Service Delivery Leads could result in projects being temporarily postponed or completely stopped (dependant on whether they address the needs of the customer, that of the organisation and available resources).

5.2 Initiating new projects from within the Transformation Programme

As the programme develops additional projects may be identified to deliver the Transformation Blueprint. The Programme Manager will be responsible for identifying new projects and gaining approval from the Project Steering Group, the Transformation Programme Sub-Committee and Regulatory and Support Services to initiate them. The East Cambridgeshire District Council Programme Management Framework (linked closely with Prince 2) will set out programme management methodology.

5.3 Achieving the Business Case

A project closure report will need to be provided to the Transformation Programme Sub-Committee before any project connected to the Transformation Programme can be closed. The Closure report will set out how the project performed, in particular whether it achieved the business case used to justify it. The Project Management toolkit will provide further information.

6. Quality Control and Configuration Management

6.1 Project Quality

Where appropriate, once the project has been completed, Project Managers will consult with their user groups to establish the success of the project. "User groups" will consist of key stakeholders which have an interest in the project outcomes.

The quality of the projects will be regularly monitored through the clear reporting mechanisms within the structure. Communication channels will be open and fluid to help mitigate against poor performing projects and potential risks. Risks will be raised immediately with the Project Steering Group, the Programme Manager and the Transformation Programme Sub-Committee (when appropriate).

A BRAG (Blue, Red, Amber and Green) traffic light monitoring system will be in place in a centralised location to ensure all members of the Customer Transformation Programme have access to up to date information against the projects.

The quality criteria for individual products to be delivered by a project will be considered and agreed as the product requirements are scoped. Once developed, a product will be subjected to a formal Quality Review before it is brought into use – this will usually involve members of the Transformation Programme Sub-Committee approving the product. The Project Manager may, with the approval of the Transformation Programme Sub-Committee, chose to only involve members to whom the product is relevant.

7. Programme Configuration Method

7.1 Document Version Control

All copies of a product prior to being approved will carry the status of “draft” and will be numbered Version 0.1, 0.2, 0.n.

The first approved version of a product will be numbered version 1.0. Approved versions of all products will become subject to change control procedures if any further amendment of the Product is required.

Versions 1.1, 1.2, 1.n are draft issues prior to the revised document approval, and then it becomes 2.0.

7.2 Change Control

Approved projects will be subject to change control procedures.

Transformation Programme Sub-Committee approval will be required before change can be accepted to a product that has previously been agreed. The Sub-Committee will require an impact assessment of the change to inform their decision.

Overview of the Project Management Framework

The diagram below provides a high-level overview of the 6 project management stages covered within the Project Management Framework

	Initiate	Plan	Organise	Implement	Embed and Assess	Close
What is happening?	<p>Idea, purpose, or Corporate need is identified which may have originated from;</p> <ul style="list-style-type: none"> • A Corporate Priority • Members • Corporate Management team 	<p>A clear set of milestones are developed which have success criteria, benefits and risk/issues defined.</p>	<p>Once the PID has been agreed by Regulatory and Support Services Committee, a Project Manager (PM) is assigned.</p> <p>Roles and responsibilities are clearly defined.</p>	<p>Detailed plans will be developed and progress reviews will start to take place.</p> <p>Work is fully in progress to fulfil the milestones previously identified.</p>	<p>Outputs are monitored and assessed against original milestones.</p>	<p>Final review is conducted and the work of the Project Board and the finance and expenditure accounts is assessed. Lessons learnt exercise is undertaken.</p>
What is produced?	<p>If the project idea is supported by the Senior Responsible Owner and/or Programme Manager, then a Project Outline Document is devised (POD).</p>	<p>A POD is developed.</p> <p>If the POD is approved by the Project Steering Group and The Programme Board a request will be made to the owner of the project to develop it into a Project Initiation Document (PID) for agreement by Regulatory and Support Services Committee.</p>	<p>The PM develops a Project Team which consists of the Senior Supply and Senior User and other stakeholders when required.</p>	<p>Gantt charts (or the alike) are produced showing key milestones.</p> <p>A risk register is developed.</p> <p>Where required work is contracted out to internal/external suppliers and a procurement exercise is triggered.</p>	<p>Review is undertaken against milestones within the original PID.</p> <p>Sign off for individual projects.</p>	<p>Project closure report is produced.</p> <p>Benefits assessment document is produced.</p>

TRANSFORMATION PROGRAMME SUB-COMMITTEE

1.0 **CONSTITUTION**

- 1.1 The Transformation Programme Sub-Committee shall comprise 6 Members on an ex-officio (by virtue of office) basis as follows:

Chair of Regulatory and Support Services Committee
 Service Delivery Champion for Performance Management
 Service Delivery Champion for ICT
 Service Delivery Champion for Human Resources
 Service Delivery Champion for Customer Services
 Representative for the Liberal Democrats

2.0 **OBJECTIVES**

- 2.1 To act as the Sub-Committee for the Council's Transformation Programme in accordance with the Governance Document for the Transformation Programme.

3.0 **TERMS OF REFERENCE**

- 3.1 The terms of reference of the Transformation Programme Sub-Committee shall be to:

- Monitor the outputs of the Transformation Programme.
- Agree key strategic decisions which could potentially affect the running of the council.
- Where appropriate, agree the procurement of contractors or equipment.
- Help to mitigate against risk and secure the future success of the Programme in accordance with key milestones.
- Give guidance and support the direction of the Programme.
- Provide clear leadership.
- Ensure that where resources are necessary they are provided; in accordance with project need, project outputs and business requirements.
- Manage any key strategic risks facing the programme.
- Resolve conflict (should it arise).
- Maintain the programme's alignment to the Council's strategic direction.
- Ensure the Council and staff are managed carefully through the process of change.
- Take responsibility for approving outputs from definition stage.
- Be responsible for the go ahead to move to the implementation stage.
- Have ultimate responsibility for the programme's success.

4.0 DELEGATION TO SUB-COMMITTEE AND OFFICERS

- 4.1 Subject to the provisions of the Council's Constitution, the Sub-Committee has delegated authority to act on behalf of the Council in relation to the above, unless reserved for the Council and delegated to officers under paragraph 4.2 or other Committee Terms of Reference.
- 4.2 The Chief Executive or Directors or appropriate Service Leads, are authorised to act in relation to matters of immediate urgency, which must be dealt with before the next meeting of the Sub-Committee provided the Chairman/Vice Chairman of the Sub-Committee is consulted to prior to the delegated decisions being made.