



Targeted Case Review - Resource Augmentation Delivery Board

Terms of Reference

Date: 14 August 23

OFFICIAL-SENSITIVE



Version Control

Version	Date	Status	Reviewers	Comments
0.01	14/08/23	Initial Draft	TCR Project Board	Reviewed as part of the TCR-RA OBC.

Purpose

The TCR Resource Augmentation Delivery Board has been set up to ensure the project receives sufficient stakeholder support and scrutiny. This Delivery Board will provide the first line of defence, ensuring that all key products have sufficient scrutiny before being approved or escalated for approval to the TCR Project Board.

The TCR RA Delivery Board provides assurance to the TCR Project Board and ensures that any key decisions take account of the overall needs of the TCR Project. Where there is any impact on the UC Operating Model, any decisions this will need to be ratified by the UCPDE (as per the established governance approach).

Key Responsibilities

- Ensure scope of project takes account of broader Universal Credit and Fraud & Error strategy and objectives. Escalating any decisions that fall outside of agreed project tolerances.
- Commission and agree the future design for partner TCR services (inc. service design, business process and requirements), ensuring that any proposals have been sufficiently assessed to take account of any broader impact on the TCR Project or associated DWP objectives.
- Ensuring strategic alignment with digital transformation for applicable UC Services.
- Develop, manage and support delivery of the project plan, assessing progress against project milestones and escalating where decisions breach agreed tolerances. Establishing change control processes to manage any deviations from agreed project plans.
- Provide support to ensure the project is sufficiently resourced and identify and 'unblock' any emerging issues.
- Ensure that there is openness and transparency to TCR Project Board and that agreed mitigation and contingency plans are robust and progressed: where risks or issues cannot be resolved by the Delivery Board or actions fall outside of agreed tolerances, the escalation route will be to TCR Project Board.



- Develop and approve the commercial strategy and engage suppliers/market to understand potential service opportunities. Including engagement and agreeing 'Play book activity' & approach with Cabinet Office.
- Agree ongoing 'In contract' approach to support suppliers, manage changes to the contract and ensure expected contract outcomes and outputs are achieved in line with agreed performance and quality expectations.
- Plan and manage transition into BAU covering both operational delivery and contract management.
- To report progress and escalate decisions that fall outside of agreed tolerances to TCR Project Board.
- To lead Ministerial, CO & HMT engagement
- To agree communication approach & Press Office engagement as appropriate.
- To develop and endorse business case & make investment recommendations to TCR Project Board. Responsible for the overall delivery of the business case through all necessary internal and external approvals.

Authority and Tolerances

- The TCR Resource Augmentation Delivery Board has decision making authority within agreed tolerances and is accountable to the TCR Project Board.
- The business sponsor has overall accountability for the delivery of the project and the day-to-day direction of the project will be managed by the Project Director and Project team via working level governance in the form of, workshops, daily stand-ups and showcases, etc.
- All changes will be managed using the TCR project's established change control processes.

Tolerances
Quality/Design: the project will escalate decisions that have a material impact of the TCR project overall or a significant change to agreed design/scope. Decisions and changes of this nature will be escalated to the TCR Project Board.
Cost: the tolerance will be applied to overall costs of the project (where a budget has been agreed). There will be 0% tolerance for any forecast overspends and 15% for underspends. Any forecast breaches to these tolerances will be reported to the TCR Project Board and escalated further at the board's discretion.
Time: there is zero tolerance for slippage against milestones that have been reported to the UC Programme Board. All other milestones will be managed at project level, with progress reported to the TCR Project Board.



Membership – Core Executive

Name	Role
Lesley Hawkins	Move to UC Director and TCR Resource Augmentation – Business Sponsor (Chair)
Ian Wright	UC Programme Director
Will Garner	Director UC Product
Paula Hassall	Project Director, Targeted Case Review
Karen Lee	National UC Services Deputy Director
[REDACTED]	Deputy Director, UC Transformation & Delivery (UCTD)
[REDACTED]	Commercial Lead
[REDACTED]	Director, Commercial
[REDACTED]	Contract Management
Iain Wright	Deputy Director, Fraud, Error and Debt Analysis
[REDACTED]	Deputy Director W&H People Transformation and Delivery
David Watts	TCR Resource Augmentation – Project Lead
[REDACTED]	Senior Finance Business Partner, Commercial
[REDACTED]	Deputy Director Digital Group
[REDACTED]	Financial Management & Partnering

Other attendees - will be invited as required for specific agenda items and will include areas, such as finance, digital, security, legal and comms etc.

Where members are unable to attend, they are required to field an empowered deputy with the required authority to make decisions.

Conduct & Frequency

- TCR Resource Augmentation Delivery Board meetings will take fortnightly as face-to-face or via MS Teams, be scheduled in advance, and can be arranged more frequently if required.
- The Delivery Board be chaired by Move to UC Director. In their absence the Board will be chaired by the UC Programme Director or UC Product Director.
- At least four TCR Board members must be in attendance (in addition to chair or deputy) for this meeting to be quorate.
- Where members are unable to attend, they are required to field an empowered deputy with the required authority to make decisions and should notify the board at least 1 working day before the meeting.
- Agenda items will be agreed with the Chair and/or Project Lead.
- Papers are to be sent at least 3 working days before the meeting.

- Papers will comply with DWP branding standards, hold appropriate security markings and be correctly formatted for sharing purposes.
- All papers will require sponsorship from a TCR Delivery Board member.
- The agenda and papers will be issued at least 2 working days in advance of the meetings, although there will be occasions where papers follow later.
- Decision and Action Logs will be updated within 2 working days following the meeting.
- Action owners will be notified of any actions they have within 2 working days of the meeting. The full outputs will be circulated to board members with the papers for the next meeting.

