

CP 2.9 Business Improvement Team: terms of reference

1. Purpose

The purpose of the Business Improvement Team is to support the Senior Leadership Team in the running and development of Transport Focus's business processes and systems particularly, but not limited to, the operation of the project management framework.

Comprising representatives of each business team, the Team shall have specific regard to the promotion and effective realisation of cross team working and joined up service delivery.

The Team is established as a subsidiary body of the Senior Leadership Team, to whom it is accountable. It is therefore part of the governance structure of Transport Focus. As such it is quite distinct from any staff consultative body, irrespective of any common membership.

2. Tasks and responsibilities

Project management framework

2.1 to review and discuss new projects as approved by SLT each month with a view to exploring and exploiting opportunities for cross team project engagement

2.2 to discuss end of project reviews and agree lessons learned and follow-on actions; the panel shall discuss and agree how these are promoted within Transport Focus.

Business process improvement

2.3 at the request of SLT, to consider, develop and propose new, or improvements to existing, business systems and processes; identify any shortfalls in current practices, discuss how to improve, plan, test and, where approval is (a) required and given by SLT or (b) required and given by a SLT member or (c) not required, implement the changes;

2.4 on its own initiative, but always with the prior knowledge and consent of the SLT process owner, consider, develop and propose new, or improvements to existing, business systems and processes; identify any shortfalls in current practices, discuss how to improve, plan, test and, where approval is (a) required and given by management team or (b) required and given by a SLT member or (c) not required, implement the changes;

2.5 to be a forum for the consideration of any changes to existing cross – organisation software systems such as CRM, 10,000ft, Cascade and Connect;

2.6 ensure planned changes are prioritised and that the forward schedule for changes is made available on Connect.

3. Provisions in respect of accountability and delegated authority

3.1 BIT is accountable to the SLT

3.2 For the avoidance of doubt, **implementation authority** for change is as follows:

(a) **required and given by SLT.** This means approval should be sought and received from management team where the issue concerns:

- Any proposal which impacts on, or potentially changes, any existing corporate policy or procedure including, but not limited to, the staff handbook
- Any proposal which impacts on, or potentially changes, an existing policy or procedure regulated by law, DfT, ORR or otherwise agreed with an external stakeholder
- Note that SLT may have to further consult the board, or one of its committees, before approval is given

(b) **required and given by a SLT member.** This means approval should be sought and received from the appropriate SLT member where the issue concerns:

- Any proposal which impacts on, or potentially changes, an existing transport user policy or campaign
- Any proposal which impacts on, or potentially changes, a procedure for which that SLT member is wholly responsible
- Note that a SLT member may have to further consult the chief executive before approval is given

(c) **not required**

- Any other proposal that may be implemented by and with the authority of the chief operating officer, other director or head of board and governance.

3.3 Ownership of the project management framework, record of projects and associated reporting remains with the **corporate services team**;

3.4 Ownership of the approvals process over and above the authority provided by these terms of reference remains with the **chief executives team**;

3.5 No delegated authority for decision making outwith these terms of reference is provided and none should be assumed. Any interpretation of the limits of delegated authority shall be made by the corporate services director and / or head of board and governance.

4. Proceedings

4.1 The provisions of part B of the *Constitutional General* shall **not** have effect;

4.2 The Team will convene on a monthly basis via videoconference to be scheduled around a fortnight in advance of SLT meetings.

4.3 Notes of each meeting will be made by a Team member, and these will be made available for discussion at the following SLT meeting, along with any requests for authorisation. BIT will publish an account of its activities on Connect from time to time as it so determines.

4.4 The Team will review its own performance annually and its Chair shall report to SLT with any conclusions and / or recommendations.

5. Membership and Chair

Members and the Chair of the Team will be as proposed by the head of board and governance from time to time, and approved by SLT. There shall be at least one member from each Transport Focus business team.

Document history

Version	Author	Comments	Approved by	Date
0.1	Anne Kocan	Original draft submitted for MT approval 3 January 2018		
0.2	Jon Carter	Amends after MT meeting on 3 January 2018		
0.4	Jon Carter	Amends following further discussions and consultation with MT January 2018		
1.0	Jon Carter	Final	Management Team	February 2018
1.1	Jon Carter	Spelling corrections!	n/a	February 2018
1.2	Jon Carter	Updated as agreed via annual review	Management Team	June 2019
2.0	Jon Carter	Final amends for 2020-21	n/a	May 2020
3.0	Jon Carter	Further minor amends for 2021-22	Management Team	March 2021
4.0	Jon Carter	Further minor amends for 2022-23	Board, Online	March 2022
5.0	Jon Carter	Updated MT to SLT only	n/a	November 2023
6.0	Jon Carter	Minor updates after review by JC and KMD	n/a	January 2024