Transformation Management Office

Version: 1.0 | Effective: 2026-04-01 | Classification: Internal

Owner: Chief Transformation Officer | Review cycle: Quarterly

Purpose

The Transformation Management Office (TMO) exists to make change happen on time, on budget, and with lasting effect. It governs the portfolio of transformation programmes, allocates scarce change capacity across competing demands, and tracks realised benefits against the business cases that justified the investment. The TMO does not own the work — it owns the discipline that ensures the work delivers what it promised.

Scope

The TMO governs all programmes classified as transformation initiatives, regardless of funding source or delivery team. Business-as-usual projects are out of scope unless they cross organisational boundaries or exceed the threshold defined in section 4.

Governance structure

Body	Chair	Frequency	Decision authority
Portfolio Board	Chief Transformation Officer	Monthly	Approve, defer, kill programmes; allocate change capacity
Programme Steering Committee	Programme Director	Fortnightly	Approve scope changes within programme; escalate cross-programme issues
Benefits Review Board	Finance Director	Quarterly	Validate realised benefits; approve business case updates

Capacity allocation

Change capacity is allocated in three bands: 60% to committed programmes, 20% to emerging programmes, 20% held back for unplanned demand. Programmes that consume their allocation early do not receive more capacity until the next quarter.

Benefits realisation

Benefits are tracked against the business case that justified the programme. Each benefit has a named owner, a baseline, a target, and a measurement method. Benefits are reported to the Benefits Review Board quarterly and reconciled against finance at year-end.

Escalation

Programme issues escalate to the Programme Steering Committee when they exceed programme authority. Cross-programme issues escalate to the Portfolio Board. Strategic risks escalate to the executive team.

Revision history

Version	Date	Change
1.0	2026-04-01	Initial issue