# Acme Transformation Office setup

Proposed operating blueprint for the CEO and Transformation Director

Hybrid standards and assurance with line delivery ownership

Ten-FTE office and protected line capacity

Working governance and controls for the first operating cycle



Source: SRC10: Office and governance, sections 14 and 18

# Mandate and boundaries

The office coordinates enterprise delivery

Own portfolio standards, integrated plan, dependencies and escalation

Line executives own service, commercial, employee and benefit decisions

Finance validates realised money

Board retains the envelope and strategic scope



Source: SRC10: Office and governance, sections 14 and 18

# Office and line capacity

32 internal FTE need protected release

| Capacity | FTE |
|---|---|
| Internal office secondments | 8 |
| Eight half-time workstream leads | 4 |
| Other line specialists and owners | 20 |
| Total internal release | 32 |
| Temporary external office specialists | 2 |

Internal roles remain in baseline headcount
Exact external role sourcing remains open



Source: SRC10: Office and governance, sections 14 and 18

# Ten office roles

Eight internal secondments and two external specialists

| Role | FTE |
|---|---|
| Transformation Director | 1 |
| Portfolio Managers | 2 |
| Planning and Dependency Lead | 1 |
| Benefits and Performance Analysts | 2 |
| Change Lead | 1 |
| Data and Reporting Analyst | 1 |
| Governance Coordinator | 1 |
| Delivery Assurance Lead | 1 |

External role assignments and appointments remain proposed



Source: SRC10: Office and governance, sections 14 and 18

# Seven office services

Each routine produces a usable decision or control record

Intake and prioritisation; planning and dependencies

Benefits assurance with Finance; management reporting

Risk and decision administration; change control

Handover assurance and removal of duplicate reporting



Source: SRC10: Office and governance, sections 14 and 18

# Five governance forums

Proposed quorums require formal adoption

| Forum | Cadence | Chair |
|---|---|---|
| Board transformation review | Quarterly / exceptions | Board Chair |
| Steering Committee | Monthly | CEO |
| Portfolio delivery | Weekly | TO Director |
| Benefits / cash | Monthly / weekly cash | CFO |
| Service / control | Fortnightly rollout | COO / CIO |



Source: SRC10: Office and governance, sections 14 and 18

# Delegated limits

AED million; aggregate related requests

| Authority | Boundary |
|---|---|
| Board | Envelope / strategic scope / customer exits >2.00 annual revenue |
| CEO | Reallocation ≤0.50 within a released tranche |
| CFO + relevant executive | Routine change ≤0.10 within a released workstream budget |
| Transformation Office | Facilitates and records; no investment approval |



Source: SRC10: Office and governance, sections 14 and 18

# Six stage gates

Gate completion does not replace funding authority

| Gate | Evidence |
|---|---|
| Intake | Problem, owner, outcome, cost estimate, capacity, dependency, benefit class, risks |
| Diagnostic validation | Reconciled baseline, definitions, root cause and remaining limitations |
| Business case | Options, incremental money, service safeguards, funded capacity and conditions |
| Pilot readiness | Approved process, training, data mapping, control checks and rollback |
| Rollout | Four compliant weeks in each pilot, control evidence, next-wave capacity and cash |
| Closure | Business owner accepts controls, residual risks and forecast benefits |

Outcomes: approve, conditions, rework, defer or stop



Source: SRC10: Office and governance, sections 14 and 18

# The exit EBITDA bridge

AED million, annual run rate at full delivery

| Component | AED m |
|---|---|
| FY2026 baseline EBITDA | 10.00 |
| Gross annual benefits B01-B08 | +29.00 |
| Annual recurring enablement | -3.00 |
| Exit annual EBITDA | 36.00 |

Exit revenue 250.80
FY2028 underlying 31.00; reported 28.00
Working-capital release 12.00 is separate cash



Source: SRC01: Financial baseline and proposed plan, section 4; SRC05: Benefits and profit bridge, section 8

# Benefit profile B04

Finance recognises paid-cost removal after service validation

Owner COO; principal initiative I04

50 funded positions × 0.12 = 6.00 annual exit saving

2027 target 2.40; 2028 target 5.10

I03 and I13 are dependencies; 20 redeployments book zero value

Baseline, payroll and position records support recognition



Source: SRC05: Benefits and profit bridge, section 8; section 20

# Monthly executive pack

A dated view of decisions and exceptions

Decision summary and open funding conditions

Financial bridge, realised benefits and forecast

Service measures, milestone exceptions and cash

Top risks, capacity conflicts and named actions

Original baseline and prior versions remain available



Source: SRC10: Office and governance, sections 14 and 18; SRC11: Performance measures, section 15

# Immediate escalation rules

Normal meeting cadence cannot delay critical action

Any forecast week below the 8.00 cash floor

Material safety, serious data or critical customer continuity event

Critical dependency slip >10 working days goes to Steering within 5 working days

Unassessed residual risks cannot be labelled controlled



Source: SRC10: Office and governance, sections 14 and 18; SRC13: Risks and issues, section 17

# First operating cycle

An office must demonstrate that its controls work

| Window | Acceptance |
|---|---|
| Days 1-15 | Mandate, role acceptance, capacity and live registers |
| Days 16-30 | Finance baseline, dictionary, cash and pilot design |
| First cycle | I03 intake; B04 challenge; D01 conditions; ACT01 evidence |

Funding, quorums and specific appointments remain proposed



Source: SRC09: First 90 days and roadmap, sections 12 and 13; SRC10: Office and governance, sections 14 and 18; proposed schedule

Fictional demonstration. Proposed baseline ACME-BASE-20261215. AED million unless stated.

# Transfer to business ownership

Q4 2028 closure requires explicit acceptance

Process owners accept standards, dashboards and support

Finance retains assurance for an agreed sustainability period

Residual risks and forecast benefits keep owners and dates

Board records closure after evidence review

No future outcome is claimed as achieved



Source: SRC09: First 90 days and roadmap, sections 12 and 13; SRC10: Office and governance, sections 14 and 18