

**REPORT TO:** Executive Board

**DATE:** 11 July 2024

**REPORTING OFFICER:** Corporate Director –  
Chief Executive’s Delivery Unit

**PORTFOLIO:** Corporate

**SUBJECT:** Transformation Programme Board

**WARD(S)** Borough-wide

**1.0 PURPOSE OF THE REPORT**

1.1 To outline the proposed model for a Transformation Programme Board, using Working Party principles.

**2.0 RECOMMENDATION: That**

**1) the report is noted; and**

**2) the Board approves the establishment of a Transformation Programme Board, and**

**3) a Working Party consisting of the ten Executive Members be appointed to form the Transformation Programme Board, and make recommendations to the Executive Board, as required.**

**3.0 SUPPORTING INFORMATION**

3.1 The Council’s Transformation Programme started to operate on 1<sup>st</sup> April 2023, since when it has grown in both scope and complexity. The programme is in place until 31<sup>st</sup> March 2026.

3.2 The governance of the Programme primarily sits with the Executive Board, who act as the ‘Programme Board’. Where a project sits within an Executive Portfolio, the Portfolio Holder assumes the role of the ‘Lead Member’ within that transformation project.

3.3 A level of scrutiny operates across the projects within the programme through Topic Groups, led by the Chairs of relevant Policy & Performance Boards. Any recommendations emerging from this scrutiny are referred to the Executive Board, via the Lead Member for the respective project.

3.4 As the programme enters its second year of operation, it is noted that the breadth and depth of the projects within the programme has

grown, the monitoring of project performance, interface with other disciplines within the Council, and the monitoring and management of benefits, risks and issues has become more complex.

3.5 Given that the operation of the Transformation Programme will require more intensive governance between now and March 2026, for the reasons outlined at 3.4 above, it is proposed that a dedicated Transformation Programme Board is established.

3.6 The Transformation Programme Board will consist of the ten Executive Members of the Council as set out below, appointed as a Working Party, to perform the function of the Board;

- Leader
- Deputy Leader
- Portfolio Holder for Corporate Resources
- Portfolio Holder for Children and Young People
- Portfolio Holder for Adult Social Care
- Portfolio Holder for Health and Wellbeing
- Portfolio Holder for Community Safety
- Portfolio Holder for Environment and Urban Renewal
- Portfolio Holder for Employment, Learning, Skills and Community
- Portfolio Holder for Climate Change

3.7 It is proposed that the Board is supported and facilitated by a number of officer members;

- Chief Executive
- Corporate Director, Chief Executive Delivery Unit
- Director of Finance
- Head of Transformation Delivery Unit
- Senior Delivery Officer - Programme Management & Governance
- Lead Officer - Communications & Marketing

3.8 The Board will be in place to provide governance and oversight and has no delegated authority within the scope of the Council's Constitution. The Board may make recommendations to the

Executive Board as and when required.

3.9 Where a formal decision is required following the Board's consideration of any matter within its purview, that decision will be referred to be included in the agenda of the next available meeting of the Executive Board.

3.10 Associated with point 3.3 above, the Board may receive recommendations from Policy & Performance Board Topic Groups as part of the Council's scrutiny arrangements pertaining to Re-imagine Halton Transformation projects. Following the establishment of the Transformation Board, this will be instead of any recommendations going straight to the Executive Board.

3.11 The Executive Board may review the period of operation of the Transformation Programme Board at any time.

#### 4.0 **POLICY IMPLICATIONS**

4.1 There are no direct policy implications arising from this proposal.

#### 5.0 **FINANCIAL IMPLICATIONS**

5.1 The proposal to establish a Transformation Programme Board is grounded in the need to robustly manage the Council's finances, a key element of which is the achievement of financial benefits within the Re-Imagine Halton Transformation Programme.

#### 6.0 **IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

##### 6.1 **Children & Young People in Halton**

The Transformation Programme has links to the delivery of all corporate priorities.

##### 6.2 **Employment, Learning & Skills in Halton**

The Transformation Programme has links to the delivery of all corporate priorities.

##### 6.3 **A Healthy Halton**

The Transformation Programme has links to the delivery of all corporate priorities.

##### 6.4 **A Safer Halton**

The Transformation Programme has links to the delivery of all corporate priorities.

6.5 **Halton's Urban Renewal**

The Transformation Programme has links to the delivery of all corporate priorities.

7.0 **RISK ANALYSIS**

7.1 Failure to apply a sufficient level of governance and oversight to the Transformation Programme may result in opportunities being missed, financial and non-financial benefits not being achieved, with existing and future service delivery being compromised.

7.2 The Transformation Programme Board will monitor the programme risk register as part of its oversight role.

8.0 **EQUALITY AND DIVERSITY ISSUES**

8.1 There is the possibility of the emergence of Equality & Diversity issues across the Council's service portfolio where transformation project work is undertaken. These issues would be addressed on a case-by-case basis and monitored by the Transformation Programme Board.

9.0 **CLIMATE CHANGE**

9.1 There are no direct climate change implications.

10.0 **LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**

10.1 None under the meaning of the Act.