# REIMAGINE
# HALTON

## Small steps, big changes

# TERMS OF REFERENCE

### RE-IMAGINE HALTON TRANSFORMATION PROGRAMME BOARD

**Board:** Reimagine Halton Transformation Programme Board

**Status:** Temporary until 31st March 2026

## 1.0 The Constitution

The Re-imagine Halton Programme Board is constituted of the ten Executive Members of the Council (refer to Membership section below).

The Board operates as a Working Party, set up following a decision of the Executive Board in July 2024.

The Board is supported and facilitated by a number of officer members (refer to Membership section below).

The Board is in place to provide governance and oversight and has no delegated authority within the scope of the Council's Constitution. 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.

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.

## 2.0 Scope and Purpose

The Re-imagine Halton Programme Board is the governance body responsible for monitoring of all initiatives within the Council's Reimagine Halton Transformation Programme portfolio. They shall be responsible for overseeing and supporting the delivery of Reimagine Halton Transformation Programme projects agreed by Full Council on 8 March 2023, as well as any additional projects added to the portfolio at the agreement of the board.

Current projects include;

| Project Area | Transformation Initiative Owner | Lead Member |
|---|---|---|
| **Children's and SEND** | Director of Children's Services | Cllr Tom McInerney |
| **Adults** | Operational Director, Commissioning and Provision | Cllr Angela Ball |
| **Employer of Choice** | Divisional Manager, HR Service<br><br>Service Manager Organisational Development | Cllr Mark Dennett |
| **Customer Journey (including Data Services)** | Operational Director, ICT & Support Services | Cllr Mark Dennett |
| **Accelerating Growth** | Operational Director Policy, Planning & Transportation | Cllr Dave Thompson |
| **Waste \*** | Divisional Manager, Environment Services | Cllr Stef Nelson |

\* Currently being monitored as business as usual

The purpose of the board includes but is not limited to;

- Providing oversight, support and challenge to Transformation Initiative Owners, the Transformation Delivery Unit and each other as Lead Members
- Challenging the pace and impact of the Council's transformation programme; financial and non-financial benefits
- Holding to account Lead Members, Transformation Initiative Owners and the Transformation Delivery Unit for ensuring delivery at pace of the agreed Project Delivery Plans
- Providing a steer and making recommendations to meet strategic and political priorities
- Assessing the feasibility and appraisal of options where 'new work' requests are approved in principle.
- Approval of Delivery Plans
- Responsibility for reviewing escalated risks and issues within the programme; supporting the mitigation of these where necessary
- Sponsoring Programme wide communications which may have political ramifications
- Reviewing recommendations escalated by Scrutiny Topic Groups
- Supporting the delivery of any recommendations made by the LGA Corporate Peer Challenge

## Membership

The Reimagine Transformation Programme Board mirrors the Council's Executive Board and consists of the following members;

- 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

The Portfolio Holder for Corporate Services will serve as the Programme Board Chair and the Leader as the Vice Chair.

The Board will consist of the following officer members to provide support and facilitation;

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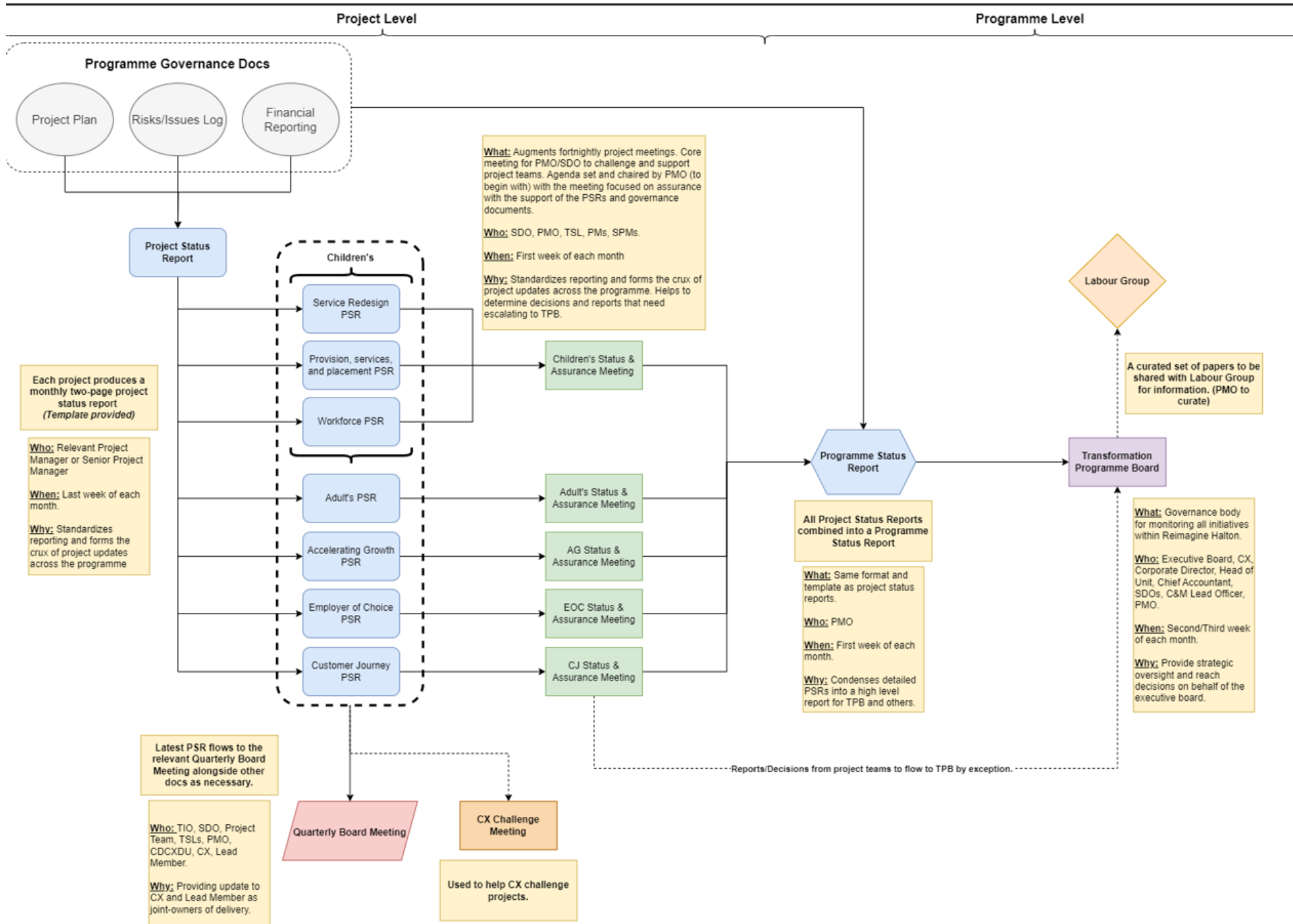- Programme Management Office project officers

Delegates may be provided for 'officer members' of the board where necessary.

Additional members and / or officers may attend periodically at the request of the Programme Board Chair, in respect of specific agenda items, and may include (but not limited to);

- Scrutiny Chairs
- Transformation Initiative Owners or Transformation Service Leads
- Senior Delivery Officers – transformation projects
- Transformation Delivery Unit project officers
- Subject Matter experts or representatives of enabling services (HR, IT, Procurement, OD)

## 3.0 Governance Structure

The governance structure for the board is set out in the following diagram which demonstrates the flow of activity and reporting from project level Status and Assurance Meetings and Quarterly Project Board through the Programme level oversight by the Transformation Programme Board.

**Project Level** | **Programme Level**

### Programme Governance Docs

- Project Plan
- Risks/Issues Log
- Financial Reporting

**Project Status Report**

**Children's**
- Service Redesign PSR
- Provision, services, and placement PSR
- Workforce PSR

- Adult's PSR
- Accelerating Growth PSR
- Employer of Choice PSR
- Customer Journey PSR

Children's Status & Assurance Meeting
Adult's Status & Assurance Meeting
AG Status & Assurance Meeting
EOC Status & Assurance Meeting
CJ Status & Assurance Meeting

**What:** Augments fortnightly project meetings. Core meeting for PMO/SDO to challenge and support project teams. Agenda set and chaired by PMO (to begin with) with the meeting focused on assurance with the support of the PSRs and governance documents.

**Who:** SDO, PMO, TSL, PMs, SPMs.

**When:** First week of each month

**Why:** Standardizes reporting and forms the crux of project updates across the programme. Helps to determine decisions and reports that need escalating to TPB.

Each project produces a monthly two-page project status report *(Template provided)*

**Who:** Relevant Project Manager or Senior Project Manager

**When:** Last week of each month.

**Why:** Standardizes reporting and forms the crux of project updates across the programme

**Programme Status Report**

All Project Status Reports combined into a Programme Status Report

**What:** Same format and template as project status reports.

**Who:** PMO

**When:** First week of each month.

**Why:** Condenses detailed PSRs into a high level report for TPB and others.

**Labour Group**

A curated set of papers to be shared with Labour Group for information. (PMO to curate)

**Transformation Programme Board**

**What:** Governance body for monitoring all initiatives within Reimagine Halton.

**Who:** Executive Board, CX, Corporate Director, Head of Unit, Chief Accountant, SDOs, C&M Lead Officer, PMO.

**When:** Second/Third week of each month.

**Why:** Provide strategic oversight and reach decisions on behalf of the executive board.

Latest PSR flows to the relevant Quarterly Board Meeting alongside other docs as necessary.

**Who:** TIO, SDO, Project Team, TSLs, PMO, CDCXDU, CX, Lead Member.

**Why:** Providing update to CX and Lead Member as joint-owners of delivery.

**Quarterly Board Meeting**

**CX Challenge Meeting**

Used to help CX challenge projects.

Reports/Decisions from project teams to flow to TPB by exception.

## 4.0 Responsibilities of core board Members

| | |
|---|---|
| Chair /Vice Chair | Chairs the Programme Board Meetings<br>Provides a political steer and makes recommendations to meet political priorities<br>Agrees non-standard agenda items<br>Agrees exceptions to the reporting and meeting schedule<br>Champions the Programme with Members and other key stakeholders<br>Key point of escalation for engagement at a political level and mitigates issues with a political / resident impact. |
| Sponsor (Chief Executive) | Holds overall accountability for the deployment of officers across the Council to enable the objectives of the Transformation Programme to be achieved. |
| Lead Member | To be jointly accountable for the delivery of projects within their portfolio, providing directing, challenge and support, through the programme governance arrangements and beyond, to Transformation Initiative Owners.<br><br>Provides a political steer and makes recommendations to meet political priorities<br><br>Presents information and updates to fellow Board Members on projects within their portfolio<br><br>Provides peer challenge and support to fellow Board Members<br><br>Supports the resolution and mitigation of escalated programme risks and issues.<br><br>Provides a link between the Programme Board and PPB Topic group to enable a transparent scrutiny process.<br><br>Champions the Programme with Members and other key stakeholders<br><br>Key point of escalation for engagement at a political level and mitigates issues with a political / resident impact. |
| CD-CXDU | Holds accountability for the correct planning and resourcing of transformation projects, to align with the |

| | |
|---|---|
| | achievement of stated objectives and resulting financial and non-financial benefits. |
| Head of TDU | Responsible for the day-to-day performance management of transformation projects, tracking of benefits, risks and issues across the project portfolio. |
| Programme Management Office | Manage programme governance through the co-ordination and administration of the board meetings. Including;<br><br>- Scheduling of monthly Programme Board Meetings<br>- Preparation and distribution of Board agenda and ensuring papers are available in advance of the meeting<br>- Recording key discussion points, actions, changes and decisions and tracking attendance of members.<br>- Highlight actions which have not yet been undertaken<br>- Preparation of specified content for the Board, agreed by Head of Unit;<br>   o Programme Status Report<br>   o Budget and Financial reporting<br>   o Risk and Issue reporting (whole programme)<br><br>Facilitate the 'new work gateway' process, liaising with requestors and enabling services<br><br>Facilitate the appointment and allocation of individuals to project teams |

## 5.0 Administration

Board meetings will be held on a monthly cycle, year round. Attendance shall be normally be in person.

A schedule of meetings shall be published by the Programme Management Office for the financial year.

A record of attendance will be recorded as part of the Board notes.

On occasion, it may be necessary to call extraordinary meetings to ensure that project progress is not stalled. Such meetings can be convened with agreement of the Chair and the ToR in this document shall be adhered to.

Papers will be made available to Board members at least 5 working days before the meeting unless otherwise agreed with the Chair that a paper can be submitted at short notice. Papers will be circulated electronically.

Decisions, discussions, changes and actions shall be recorded during the meeting by the Programme Management Office and shall be shared within 48 hours of the meeting with members of the board.

An urgent decision or change may be taken in between meetings, only in the event that a failure to do so would impede delivery of an objective, financial, or non-financial benefit within a critical project timeframe. Urgent decisions will be taken by the Chair, the Lead Member for the project, in consultation with the Corporate Director, CXDU.

Decisions that fall within the Powers and Duties of the Executive Board must be referred to the Executive Board for consideration in the normal way.

## 6.0 Quorum

All decisions will be made by a casting of votes from Elected Members. Core board members who are officers or advisors will not be entitled to vote.  A quorum of 6 members is required. In the event that there is a tied vote, the Chair shall have the deciding vote.

## 7.0 Control Documents and Reporting Arrangements

All projects within the Programme will be expected to have a set of core project management documents which include;

- Delivery Plan (including Measurement Annex)
- Risk and Issues log
- Project Plan
- A Trajectory(ies)
- A Communications Plan
- Project Status Report
- Contribution to the Programme Status Report

The **Delivery Plan** will be produced by the Transformation Initiative Owners, with support from the Transformation Delivery Unit and contributions and feedback from the Lead Member.  Accountability for delivery of the plan will be held jointly by the Lead Member and Transformation Initiative Owner. Delivery Plans

will be produced in accordance with the Programme's Delivery Plan Assessment Framework and will be subject to quality assurance by the relevant Senior Delivery Officer, moderation with key stakeholders such as enabling services, oversight of standards by the Programme Management Office.

Delivery Plans will provide an overview of project purpose, vision, activity and the resources required to deliver it. They will have clear delivery themes, priority actions and milestones associated with the activity and will be created alongside other project documentation such as the Project Plan, Communications Plan and Risk and Issues Log. Each Delivery Plan will include a Measurement Annex detailing performance indicators that will be used to monitor progress and performance, a Trajectory and Stakeholder mapping.

Lead Members will be required to bring the completed Delivery Plans to the Transformation Programme Board for approval.  Following this, Transformation Initiative Owners should present the approved Plan to Management Team.

On approval of the Delivery Plan, the Lead Member will circulate a copy of the plan to the relevant Policy and Performance Board Chair with a request to convene a Policy and Performance Board Topic Group. The Topic Group will perform a scrutiny role, escalating any recommendations via the Lead Member, to the Transformation Programme Board for consideration.

**Project Plans** will be developed and maintained in the Microsoft Project application by Transformation Project Teams, on behalf of Initiative Owners. Plans will be reviewed as a minimum, every two weeks at the Project Team meetings and will feed into the wider Programme Plan which will be monitored by the Programme Management Office.

**Trajectories** will be developed for each project to provide a mechanism to forecast and monitor financial and non-financial outcomes associated with the delivery of activity outlined in the Delivery Plan. Performance and progress associated with the trajectories will be monitored using the performance indicators detailed in the **Measurement Annex** of the Delivery Plan.

Each project will hold a local **Risk and Issues log** which should be reviewed and maintained as part of the  Project Team meetings. Escalated issues will form part of the Programme Risk and Issues Log which will be presented to the Board on a monthly basis, typically as part of the Programme Status Report. The Programme Board will provide support and guidance in addressing any escalated risks where necessary.

On a monthly basis each project will hold a Status and Assurance Meeting. This objective of this meeting is to provide a progress update and assurance to both the Senior Delivery Officer and the Programme Management Office. Ahead of the meeting, each project team and Transformation Initiative Owner, will be required to produce a **Project Status Report** detailing the status of activity, decisions, risks and issues and budget for their project.  Information from the Project Status Reports will be collated by the Programme Management Office into a single Programme Status Report.

**Programme Status Report** will be produced on a monthly basis and presented to Board Members in advance of the Programme Board. Included in the report will be milestones, key dates and decisions taken in the reporting period, as well as and assessment of programme progress, risk and issues. Financial and non-Financial benefits tracking for the programme will accompany the report.

**Project Closure** documents should be completed as phases of the Projects are; transitioned back to 'business as usual', reach a conclusion, or are deemed unfeasible.  Closure documents will be present to the Programme Board to agree formal closure or transitioning and to account for any financial implications.

A '**New Work Programme Gateway**' process has been established to assess new work coming into the programme. Requestees, with the support of their Executive Director, will submit a business case via the 'Help with Transformation' portal. The business case will be assessed for return on investment, financial impact, expected benefits, and timescales.

The Portfolio holder for Corporate Services and the Chief Executive will make decisions, in discussions with Programme Board and Management Team colleagues, to approve, in principle, areas of work for further exploration.

On provisional approval, a period of intensive data gathering, research and investigation will be conducted by operational services with the temporary allocation of Transformation Delivery Unit support to assess the feasibility of the work and present an Options Report to the Programme Board. A date to consider the Options Report at Programme Board will be pre-set by the Programme Management Office and shall not exceed 12 weeks.

Where the Transformation Programme Board agrees one or more options to be taken forward, a date should be agreed by the Board for the production of a Delivery Plan. The Programme Management Office will agree and allocate ongoing unit resource to support the work. Where the Transformation

Programme Board deems that the options presented are not feasible for continuation, the board should agree and document the closing of the project in the Minutes.

## 8.0  Keeping on Track

Alongside the Programme Status Report, the PMO will also produce a monthly Project Status Matrix. This document provides a high-level overview of all projects within the programme along with their associated RAG ratings (Summary, Time, Budget, and Risk). The Matrix will also indicate whether RAG ratings have improved, deteriorated, or remained unchanged from the previous months. With the support of the PMO, the Matrix will help the Board identify trends as well as projects that require closer inspection.

The development and monitoring of trajectories and associated data will provide a robust mechanism for monitoring progress and impact of priority actions against the desired goals.  As projects develop it may be necessary to review and adjust how and what we deliver and where necessary a **Change Report** created to address required changes to delivery.

There may be occasions when things do don't go to plan.  In such cases it may be necessary for the Programme Board to instigate a **Priority Review**.  A Priority Review is a rapid analysis of the state of delivery and the identification of action needed to strengthen the delivery over a short period of time, usually no more than 6 weeks. During the 6 week period, intensive work and analysis of the delivery chain, down to front line analysis should be carried out to establish firm evidence which is to be triangulated against the existing evaluations, data and evidence from the reviews. It should result in a strengthen plan action plan of delivery. This work will be facilitated by the Programme Management Office alongside project resource.