

# PROGRAMME

## Programme Board Terms of Reference

### Context and desired outcomes:

- Successful delivery of the 2024-29 Corporate Parenting Strategy
- Improved long-term sustained outcomes for care-experienced children and young people
- Increased engagement in corporate parenting across the council and with key partners

The aims and objectives of the strategy become 'business as usual' by end of 2029

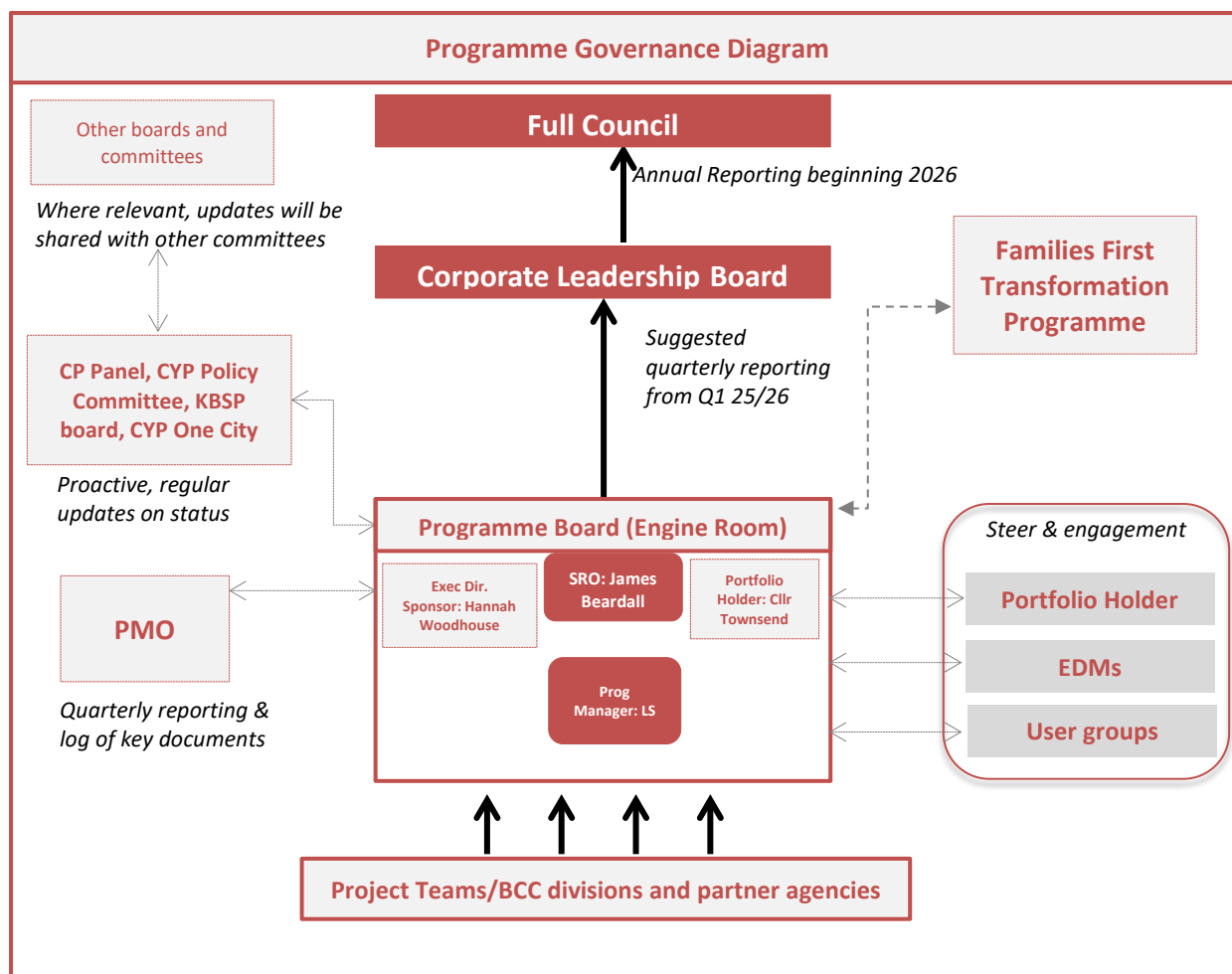
### 1. Programme Board (Engine Room) Purpose and Key Accountabilities

The Programme Board is responsible for ensuring the programme achieves the agreed outcomes by successful delivery of the identified solutions and the associated business change activities.

#### The programme board has the following accountabilities:

- Be accountable for the definition and delivery of the programme and achievement of the programme business case within its agreed parameters.
- Provide visible leadership, direction and commitment to the programme, promoting effective communication of the goals and progress
- Act as the decision-making authority on key programme decisions.
- Understand and manage the impact of change, providing assurance for operational stability and effectiveness through the programme delivery cycle.
- Monitor delivery of strategy outcomes against action plan and approve significant changes to the plan.
- Approve all new projects within the programme and any significant changes to current projects within the strategy action plan.
- Define the acceptable risk profile and risk thresholds for the programme and its constituent projects and ensuring risks to delivery are actively managed.
- Secure availability of essential programme resources where relevant.
- Ensure the integrity and corporate alignment of the action plan and awareness of wider benefits that the action plan enables linked to other transformation programmes as well as relevant panels and committees.

## 2. Programme Board Membership



Programme assurance will be provided by the Families First transformation programme alignment, rather than the Business Change Manager role. Steer and guidance will be provided by the Executive Director and Committee sponsor via the governance structure

The full membership<sup>1</sup> of the Programme Board is as follows:

### Programme Board Membership

- James Beardall (Head of Service) Permanency & Specialist Services – Senior Responsible Owner – **Chair**
- Carrie Yeates (Head of Service) Strategic Safeguarding and Quality Assurance – **Deputy Chair**
- Liz Small (Corporate Parenting Manager) – **Programme Manager**
- Laura Iles/Graham Ceccarelli – **Communication Lead**
- Niotia Ferguson – **Commissioning and Procurement Lead**
- Helen Haggi – **Project Manager**
- Paul Sylvester (Head of Service) Housing Options - **Delivery Partner rep**
- Nicki Ayres – Designated Nurse, Integrated Care Board - **Delivery Partner rep**
- Dan Hares/Kelvin Graham, Data and Intelligence – **Delivery Partner rep**

<sup>1</sup> The Task and Finish group recommended tiered membership of core, regular and occasional based on different levels of involvement. See appendix.

- Jo Williams, Public Health – **Delivery Partner rep**
- Claudine Mignott, (Head of Service) Adult Social Care - **Delivery Partner rep**
- Andrew Mallin (Service Manager) Equalities and Inclusion - **Delivery Partner rep**
- Dom Wood (CEO) 1625 Independent People – **Delivery Partner rep**
- Travis Young, (Finance Business Manager) – **Delivery Partner rep**
- Debbie Hunt, HR Business Partner – **Delivery Partner rep**
- Beth Williams (Engagement Lead) City Office - **Delivery Partner Rep**
- Guy Fishbourne, Sport and Physical Activity Development Manager – **Delivery Partner Rep**
- Police rep TBC
- Steve Dale – University of Bristol - **Delivery Partner Rep**
- Jessica Tomico - **Delivery Partner Rep**
- Amy Woodrow, Director of Student Experience, Quality and Safeguarding, City of Bristol college – **Delivery Partner Rep**
- Chris Duncan – Corporate Policy, Strategy and Funding Manager – **Delivery Partner Rep**

**Will attend as required (depending upon agenda):**

- Workstream Leads
- Subject Matter Experts – example IT, Legal, Democratic Engagement, Planning
- Cllr Christine Townsend, Lead Member for Children’s Services
- Hannah Woodhouse, Executive Director for Children and Education, Sponsor

### **3. Programme Board Frequency**

The Programme Board meeting will be held quarterly **for 1 hour 30 mins and papers will be circulated no later than a week before the meeting.**

Additional Boards can be scheduled by exception by instruction from the SRO as required.

Frequency and focus of Programme Boards will be specifically reviewed in the run up to significant ‘go-live’ dates AND during times of exception.

The Programme Board will be the single point of authority for all key decisions within the scope of the programme, ensuring internal Bristol City Council decision-making pathways are adhered to. If an urgent decision is required outside of the scheduled boards, permission needs to be requested from the Chair (SRO).

### **4. Programme & Project Team Meetings**

There are a number of regular programme meetings scheduled that are important to the effective delivery of the programme:

**Project Team Meetings**

- Each project will have regular project stand-up team meeting, including the Project Executive as required. These meetings will be used to share progress and updates within a project team, to evaluate recent activity and to inform the priority tasks for the coming period.

### Monthly SRO catch-up

- Programme Manager + SRO: informal forum to discuss progress; share risks/issues; gain a steer/feedback on work progressing; set priorities; run through Programme Board agendas; agree small changes to the work programme required as a result of performance information, but any significant changes to scope will be referred to the Programme Board.

### Other stakeholder meetings (as required)

- Business stakeholders + relevant programme/project team members: Project team members convene meetings with the relevant business areas (service managers, team managers, staff members) to work on project deliverables, plan with service areas, demo progress, take project level decisions, resolve or escalate risks and issues as required.

## 5. Programme Board standard documentation

All key programme documentation should be reviewed and signed off by the Senior Responsible Owner. Standard key documentation that will be used by the Programme Board includes:

- **Programme Plan** - details key milestones across all the projects in the programme, their interfaces and interdependencies. Slippages will be reported to the board by the Programme Manager, and must be managed and controlled through mitigating decisions taken by the programme board. **To note** - *the programme plan will be distilled into an easy to understand milestone plan for the Programme Board and will be a standing agenda item. However, the Board must be satisfied that a suitable level of detail sits behind this high level plan (such as individual project plans) and can request to see this detail as and when appropriate.*
- **Quarterly Highlight Report** - includes progress to plan, benefit projections and significant risks & issues. The Highlight Report is the key communication document that captures the current status of the programme and reports progress to SLT and other stakeholders; The Programme Board should receive & review this document in advance of each Board meeting.

### Programme Board is required to sign-off:

- **Project action plans** – the Programme Board will approve all projects provided they align with the overall approved action plan and strategy. Any \*new\* projects not part of the original strategy will not fall within the Programme Board's remit.
- **Programme Plan** - for the purposes of baselining, a detailed programme plan should be signed off by the Programme Board at the start of each programme phase. Any deviations from the plan that will impact on overall delivery will then be tracked through the Highlight Report.
- **Risk responses (where applicable)** – the Programme Board will be required to review risk responses whereby there is an 'acceptance' of the risk being proposed and/or the risk poses significant threat to agreed programme tolerances (or is an escalated risk from a project which threatens project tolerances). The Programme Board will expect to regularly review significant programme risks as part of the monthly standard progress reporting.

## 6. Programme Board Role Definitions and Personal Accountabilities

Role	Responsibilities
Senior Responsible Owner (SRO)	<ul style="list-style-type: none"> <li>• Accountable (on behalf of the Committee Chair Member and Sponsor) for the delivery of the programme and associated business change</li> <li>• Leads and directs the programme throughout its life</li> <li>• Manages the interface with key senior stakeholders, keeping them engaged and informed</li> <li>• Chairs programme board</li> </ul>
<b>Delivery partner representatives</b>	<ul style="list-style-type: none"> <li>• Champion the programme within directorate/service/key partner</li> <li>• Accountable (along with workstream lead) for delivery of relevant project solution/product</li> <li>• Resolve conflicts between programme priorities and directorate/key partner requirements</li> <li>• Ensure directorate/key partner resources are made available when required by the programme</li> <li>• Seek out any additional opportunities for engagement in corporate parenting responsibilities within your service</li> </ul>
<b>Workstream leads</b>	<ul style="list-style-type: none"> <li>• Own relevant actions and hold responsibility for developing specific delivery plans for that action</li> <li>• Represent the interests of those designing, developing, procuring, implementing and possibly those maintaining their relevant actions in the action plan.</li> <li>• Have the authority to commit staff to the delivery of the projects to enable delivery of their relevant actions(s)</li> <li>• Accountable (along with the delivery partner representatives) for delivering the project solution/product(s) to agreed time, cost &amp; quality and for leading project plans to deliver the action they own)</li> <li>• Advising on the best available solutions for meeting and deliver their action</li> <li>• Providing advice and resolutions for new risks and issues linked to their action</li> <li>• Provide quarterly reports to the programme manager to evidence progress with delivering their action according to their plan.</li> </ul>
Programme Manager	<ul style="list-style-type: none"> <li>• Responsible (on behalf of the SRO) for planning and designing the programme and proactively monitoring its progress, resolving issues and initiating appropriate corrective action</li> <li>• Define the programme's governance arrangements</li> <li>• Ensure effective quality assurance and the overall integrity of the programme - focusing inwardly on the internal consistency of the programme, and outwardly on its coherence with infrastructure planning, interfaces with other programmes and corporate, technical and specialist standards</li> <li>• Ensure the delivery of new products or services from projects is to the appropriate level of quality, on time and within budget, in accordance with the programme plan and programme governance arrangements</li> <li>• Manage the dependencies and the interfaces between projects</li> <li>• Manage risks to the programme's successful outcome</li> <li>• Reports the progress of the programme at regular intervals to the SRO (and Programme Sponsor and Committee Chair Lead as required)</li> </ul>

<b>Role</b>	<b>Responsibilities</b>
Programme Assurance	<p>This will be provided by the Families First programme</p> <ul style="list-style-type: none"> <li>• Ensure that the programme is being conducted correctly and that all programme interests (i.e. business, user and supplier) are being equally represented in the programme</li> <li>• Review Programme Management Documentation</li> <li>• Monitor programme progress against the plan</li> <li>• Ensure programme roles are being performed appropriately</li> <li>• Check quality standards and relevant change management standards are being met</li> </ul>

<b>Non board member Role</b>	<b>Responsibilities</b>
<p>The committee chair sponsor and executive director sponsor are not regular members but have a key role in promoting the work of the programme. They will attend on occasion/as required.</p>	
Committee Chair Sponsor:	<ul style="list-style-type: none"> <li>• Champion the programme at Committee;</li> <li>• Seek decisions requiring Committee decision or input;</li> <li>• Key point of escalation for engagement at a political level to resolve or mitigate issues with a political / citizen impact;</li> <li>• Own the vision for the programme.</li> </ul>
Executive Director Sponsor	<ul style="list-style-type: none"> <li>• Champion the programme at Corporate Leadership Board (CLB);</li> <li>• Seek decisions requiring CLB decision or input;</li> <li>• Key point of escalation for engagement at a strategic level to resolve or mitigate issues with strategic partners;</li> <li>• Maintain alignment with organisational strategic direction, resolving strategic and directional which need the input and agreement of senior stakeholders.</li> </ul>

• **Terms of Reference Sign-Off**

**Key questions to consider when signing off (or reviewing) Programme Board ToR's**

1. Are all Board members clear about all the different roles on the board, why they are there and how their roles relate to one other?
2. Have core board members identified **named** delegates and agreed the terms of deputising, i.e. what level of approval the delegate has as agreed with their respective core Board member?
3. Have any contentious issues regarding any of the roles been addressed? *Are all board members satisfied that the right people in the right roles; are we avoiding any difficult questions/concerns people have?*
4. Do board members have the right level of seniority to make the necessary decisions?
5. Have any areas of conflict between performing a programme role and an individual's substantive role been identified and appropriately addressed?
6. Have behaviours outlined been discussed and agreed with all members of the Board?

**Reviewed by**

<b>Name</b>	<b>Job Title</b>	<b>Date circulated</b>
<Name>	<Text>	<Date>
<Name>	<Text>	<Date>
<Name>	<Text>	<Date>
<Name>	<Text>	<Date>
<Name>	<Text>	<Date>
<Name>	<Text>	<Date>
<Name>	<Text>	<Date>
<Name>	<Text>	<Date>

**Sign-off**

<b>Decision making authority</b>	<Text here>
<b>Date of sign-off</b>	<Date here>

## Appendix 1:

### Task and Finish group's recommendations for the Engine Room (full cohort)

