

APPENDIX H - CHILDRENS HOME PROJECT BOARD TOR

1. Purpose and Key Accountabilities

The specific aim of the *Children's Home Project Board* is to oversee delivery of a model of smaller group children's homes for 2 (possibly 3) children to facilitate better matching of children to available placements. A new model of smaller homes is intended to improve occupancy rates in our children's homes, provide a better value for money service and increase opportunities to improve outcomes for the children and young people placed in our homes.

The Project Board is responsible for ensuring that the programme meets this aim and has the following specific accountabilities:

- **Provide leadership, direction and commitment to the project**, promoting effective communication of the project goals and progress.
- **Be accountable for the definition and delivery of the new children's home model.**
- **Act as the final decision making authority for all home purchases** within the scope of the project) (this includes the transfer of properties from HRA, strategy regarding location of homes across the city, and project spend).
- **Monitor delivery against plan and approve significant changes to the plan.**
- **Ensure risks to delivery are actively managed.**
- **Secure availability of essential project resources** for delivery of the homes.
- **Report in to the PMO on a monthly basis** via the Project Manager's highlight report.

There are some collective Project Board responsibilities and behaviours that will assist the successful delivery of the project:

1. **Demonstrable commitment** to the project - being an ambassador of the project, especially when reporting to any other groups within or outside the Council.
2. **Take ownership of appropriate risks** and actively seek mitigation where possible - these will tend to be risks associated with your particular area of interest.
3. **Be aware of the bigger picture** and how it may affect the project - each member is responsible for actively identifying and flagging interdependencies and potential risks and issues.
4. **Project Board meetings should be structured** and follow a standard agenda, but should be fast paced and decisive.
5. **Be committed to your role** and allow the appropriate amount of time to perform it well.

2. Membership

The core membership of the Project Board is as follows:

Name	Role	Responsibility
Ann James <i>Director of Children & Family Services</i>	Project Sponsor	The Sponsor provides an escalation route for the Executive EDM or Capital Board throughout the project lifecycle to support any key decisions they feel they need Sponsor input for.
James Beardall <i>Head of Service, Permanency and Specialist Services</i>	Project Executive	Ultimately responsible for representing Permanency Service interests, the budget and ensuring focus throughout the project. Responsible for keeping Sponsor informed of progress opening homes.

Name	Role	Responsibility
Tara Parsons <i>Service Manager</i>	Senior User	Responsible for representing Placements team interests, ensuring requirements are specified correctly for the children's homes and that the solution meets those needs. Keeps user stakeholders informed.
Martyn Pursey, <i>HRA Development & Special Projects Manager,</i>	Senior Supplier	Responsible for representing interests of HRA. Identifies appropriate HRA off plan sites and leads on making an agreement with the developer prior to acquisition. Responsible for achieving what the Senior User requires once off plan homes are approved and making sure that the constraints to build the homes are realistic. Keeps supplier stakeholders informed.
Chris Woods <i>Property Partner</i>	Senior Supplier	Responsible for representing Asset Management interests. Identifies appropriate properties on the open market and support with acquisition of those properties. Keeps supplier stakeholders informed.
Lorna Laing Debbie Hunt	HR Partner HR Advisor	Provides HR support for the on-going recruitment of homes.
Helen Haggi, <i>Change Project Manager</i>	Project Manager	Responsible for the day-to-day running of the project team on behalf of, and within the tolerances defined by, the Project Board. Develop and deliver the project plan, monitor RAID log and responsible for review of capital milestone report submitted monthly to ABW in collaboration with Programme Manager. Keep Project Team and key stakeholders informed.
Associate Board Members <i>The following members attend meetings on an adhoc basis and will be invited by the Project Board when there are specific decisions required that impact their business area.</i>		
Name	Responsibility	
Julian Higson, <i>Director of Land & Homes Services</i>	Not required to attend meetings unless specific decision required. Responsible for representing interests of HRA when high level decisions are made.	
Sam Marsh, <i>Change Business Partner</i>	Open invitation to attend adhoc meetings when required. Provides Project Assurance that covers all interests of the project (business/supplier/user) as and when required. Assures the Project Board that the project is being conducted correctly throughout its life cycle, remains consistent and continues to meet a business need.	

NB: Minimum attendance to enable decision making and make the meeting quorate requires the presence of Project Executive or Project Sponsor, two Senior Suppliers and the Project Manager.

3. Frequency

The Project Board will be held monthly and on other ad hoc occasions if the Chair deems it necessary. If an urgent decision is required outside of the scheduled board meeting permission needs to be requested from the Chair.

4. Governance

There are two regular project meetings scheduled that are important to the effective delivery of the new children's home model:

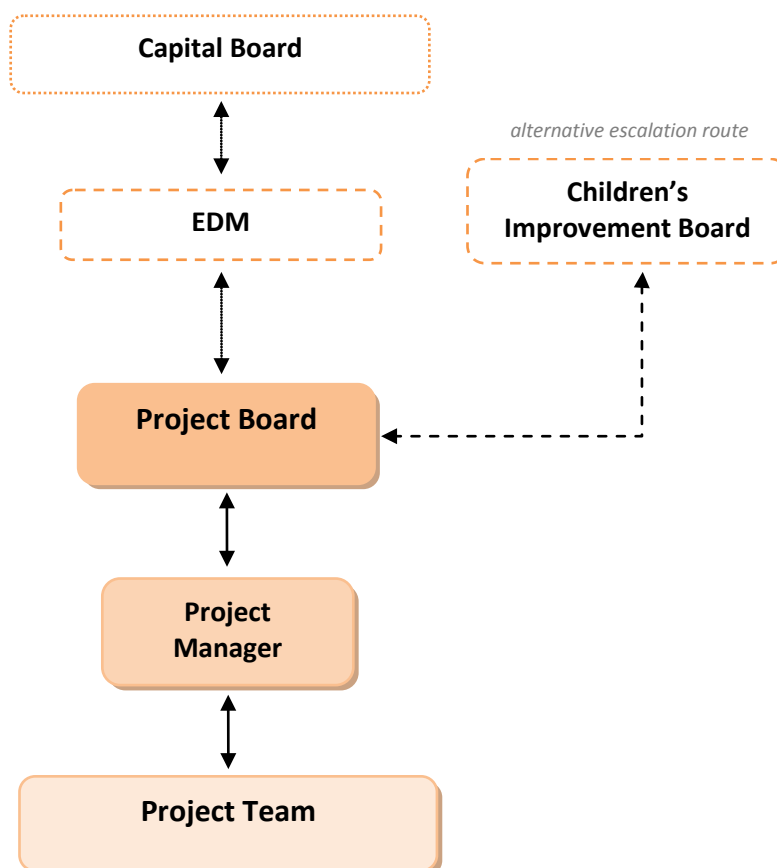
Monthly Project Board Meetings

This board is accountable for the definition and delivery of the new children's home model. The board is responsible for devising a strategic plan for delivering the new model; monitoring delivery against plan and managing the project spend. The Project Board is made up of senior representatives from the business to ensure that strategic decision making is joined up and adhered to. It is also a platform for the project team to escalate risk and strategic decision making.

Fortnightly Project Team Meeting

This team is responsible for opening children's homes that has been signed off by the Project Board. The project team is made up of key staff involved in doing the work to open each home and they report directly to the Project Manager. They are also a forum to provide updates and escalate any risks to the Project Board if it requires decisions outside of the specific home they are in the process of delivering or decommissioning. The Project team are responsible for ongoing management of any risks and issues and agree any priority actions for the coming week in relation to the specific home they are delivering or decommissioning.

The following governance structure will be used for the Project Board:



5. Standing Agenda

Ref	Description	Lead	Reason
1.	Welcome, Apologies & review actions	Chair (5 mins)	Welcome and track actions log.
2.	Project updates & progress	Project Manager (15 mins)	Update on the latest position of homes in delivery and opportunity for the project team to escalate any strategic issues wider than the specific home Review Highlight Report and Visual Plan

Ref	Description	Lead	Reason
3.	Risk	Project Manager (10 mins)	Opportunity to discuss and agree mitigating action for specific risks to the project/individual homes.
4.	Benefit Realisation / Occupancy of homes	Project Executive (10 mins)	Review activity in the last month to monitor occupancy, availability and opportunities in upcoming homes. Track any missed opportunities and placing OOA due to situations beyond the projects control.
5.	Finances	Project Manager (10 mins)	Review Capital Milestones report and overall spend v budget. Review any slippage/overspend.

6. Project Board standard documentation

Standard key documentation that will be used by the Project Board includes:

Product	Reason
Monthly Highlight Report	Includes progress to plan, current spend/benefit projections and significant risks & issues. Produced in line with the corporate PMO reporting requirements, the Highlight Report is the key communication document that captures the current status of the project.
Project Plan	The project plan will detail key milestones, interfaces and interdependencies. Any slippage must be managed and controlled. The plan will be distilled into an easy to understand milestone plan for the board and be a standing agenda item. However, the group must be satisfied that a suitable level of detail sits behind this plan and can request to see this detail as and when appropriate.
RAID Log	The Project Board will review the RAID log to enable strategic decision making for the future children's home plan. This will be a standing agenda item.
Occupancy of homes data	The Project Executive will review data with the Project Board regarding occupancy and opportunities in upcoming homes. Track any missed opportunities and placing OOA due to situations beyond the projects control.
Exception Report	Adhoc for use at highest level for critical document sign-offs. E.g. any actual or potential breaches of tolerance (time /cost /quality /scope /benefits /risk) must be flagged to the Project Board for decision on how best to proceed. An exception report will outline the issue, the impact it will have on the project and the recommendations on how best to proceed.

All key programme documentation should be reviewed and signed off by the Project Board