Terms of Reference

Change Programme – Programme Board

February 2023

Document Control

Version	Date	Author	Summary of change
1.0		A. Jones	Initial creation of terms of reference

Document Approval

This document was approved by the following people

Approver Name	Version	Date

Purpose

The Programme Board is a high-level strategic team whose overall scope is to ensure that the agreed Change Programme is service-led within a corporate framework.

The purpose of the Programme Board is to ensure the development, co-ordination and management of the Change Programme through effective planning, direction and decision support. The Programme Board will:

- monitor the progress of the overall programme

- monitor the risk log for the programme and agree mitigation

- authorise financial commitments within the existing financial procedures

- escalate any conflicts with other corporate programmes to the Sponsor

- facilitate change and champion the programme to internal/external stakeholders

- monitor the savings against delivery

Key Roles

To ensure the effectiveness of the Programme Board several key roles and responsibilities have been identified:

a) Programme Sponsor (Chief Executive)

- Responsible for the Change Programme
- Ensure the Change Programme remains focused on achieving its objectives and realising the benefits
- Chair and facilitate group meetings, ensuring that agenda items are covered, and all views actively sought and considered.
- Commit to effective and efficient programme governance

b) Senior Responsible Officers (Director and Heads of Service)

- Represent the interests of the Service Areas and ensure that corporate priorities are aligned with the direction of the Change Programme.
- Commit and ensure the availability of resources to deliver the objectives of the Change Programme.
- To ensure that the work of the Change Programme is championed within their respective Service Areas and promote visibility to other corporate groups where appropriate.

c) Supporting Officers

- To provide technical or organisational expertise that is relevant to the work of the Transformation Steering Group.

Membership

The Programme Board will have the following membership:

- Chair   Chief Executive
- Vice Chair   Deputy Chief Executive
- Senior Responsible Officers   Programme Director for Climate Change

	Head of People and Communications
	Head of Customer & Digital Services
	Head of Housing
	Head of Neighbourhood and Assets
	Head of Safer Communities Leisure & Environment
	Head of Finance
	Head of Place, Arts and Economy

- Supporting Officers   <mark>TBC</mark>

Frequency of Meetings

Meetings will be held monthly, with emails considered as an appropriate mechanism to keep the group up-to-date in-between. Meetings may however be called as and when required / necessary with the agreement of the Chair should special circumstances require it.

Standards and Behaviours

Decisions will be taken by agreement.

Agendas will be electronically available at least three working days prior to meetings. Associated documents will be circulated with the agenda wherever possible except in exceptional circumstances or in relation to urgent items, which may be introduced at the meeting with the agreement of the chair.

Papers containing sensitive information will be protectively marked and restricted.

An Action Log will be compiled for each meeting and agreed as an accurate record at the next meeting. The agreed Action Logs will be forwarded to the next available Senior Management Team for information.

Members of the Programme Board are expected to:

- Positively participate and contribute to the business of each meeting
- Undertake to complete actions allocated to them in the agreed timeframe
- Read all the reports before the meeting and arrive informed
- Contribute to ensuring that Programme Board is a safe environment where everyone can say what they feel and ask any questions required
- Deal with difficult issues and respectfully contribute everything that is on your mind
- Turn off phones and alerts, close Outlook and only use laptops and tablets only to view Programme Board documents or take notes
- Respect colleagues: Listen and attempt to understand others' perspective
- Be prepared to give and receive constructive challenge
- Ensure debates are concluded when we reach and record a decision and all are clear on what we are going to do and why.
- Practice the behaviours of trustworthy leaders:
  - o Ability: Deliver, coach and be consistent
  - o Integrity: Be honest, be open, be humble
  - o Benevolence: Evangelise, be brave, be kind

Reporting

The approved minutes and decisions of the group will be reported to:

- Leadership Co-ordinating Group
- Programme Advisory Board(s) (if required)
- Council (at the request of Cabinet)

Support to the Group

Administrative Support – [Insert the name of someone who can provide service support]