

Tower Hamlets Corporate Programme Board Terms of Reference

Board	Corporate Programme Board
Date	December 2013
Chair	Stephen Halsey
Frequency	Bi- Weekly (meet alternate weeks to CMT) for 2 hours.(TBC)
<p>Aim To provide collective leadership to the business change required to enable the council to meet its MTFS obligations. Enable decision making to be made by the Board, Members, the Cabinet and the Executive Mayor to support the MTFS whilst supporting the aims of the community.</p> <p>Scope The Board will oversee and review the savings programme to meet the MTFS and to oversee the transformational change to support the savings from 2014/15 to 2017/18. This will include any transformational activities that support the delivery of the savings including any service re-design, organisational changes and engagement with third parties.</p> <p>Objectives</p> <ol style="list-style-type: none"> 1. To act as a single body to propose, debate and offer savings proposals to Members and subsequently deliver those savings 2. To provide a forum for decision making on various savings opportunities, delivery of those savings, programmes and projects 3. To receive and consider recommendations from the Corporate Programme Office (CPO) as to the status to the savings programme and make timely decisions. 4. Provide a steer to the CPO as to the necessary reporting and information required to support the Board in its role to deliver the MTFS. 5. To ensure that all savings opportunities, projects and realisation of the savings are monitored, reviewed and communicated appropriately to stakeholders 6. To provide the challenge and due diligence to all savings opportunities, projects and programmes in order that the Council is maximising the resources and skills available to deliver the savings target. 7. To understand and provide a steer on inter-related and dependent initiatives and projects which cut cross Directorates recognising any impact, seeking to remove any barriers to deliver and successful realisation of savings. 8. The Board proactively reviews major risks and issues relating to the savings programme and seeks to address them with mitigation measures. 9. The CPB to intervene to further improve the confidence and assurance required to deliver the MTFS. 10. Each Director, working with the CPO, will support the opportunities, proposals and programmes to drive the savings agenda. The Director will drive the business change required within their directorate to enable the savings programme. 11. The CPB to act and provide the leadership for cross directorate programmes empowering senior officers to act as accountable senior responsible owners to 	

deliver the programmes.

12. To prioritise initiatives, projects and programmes given within the overall savings programme.
13. To ensure appropriate controls, Quality assurance and risk management is in place and underpinning the overall programme of activities which underpin the activities which supports meeting the MTFS.
14. To receive reports from officers from strategy, communications, audit, HR, risk, and others as required to provide further assurance and risk mitigation that the savings programme is being delivered and to review any recommendations for further improvement.
15. The CPB acts to review and provide decisions on resource prioritisation, strategic planning so as to align initiatives to a savings target.
16. To receive reports from the Think Tank and duly consider them for further consideration by members or provide additional guidance
17. To receive updates from Directors as Chairs on various Programme/Project Boards on the status and delivery of various projects being run that has an impact on the MTFS.
18. To ensure that the CPB aligns its activities to the business of the council and that any interdependencies are highlighted and managed.

Agenda (standard items):

- Review and note Minutes, Actions and Decisions previously made
- Review Overall Saving programme for each FY (2015/16, 16/17 and 17/18)
 - Review opportunities, progress on major projects and benefits realisation
 - Confidence Factor Assessment
 - Areas which are reducing confidence
 - Plan and Timelines
- Directorate Savings' Plans
 - Review Resources Savings Plan
 - Review CLC Savings Plan
 - Review D and R Savings Plan
 - Review ESCW Savings Plan
 - Review Chief Executive Saving Plan
- Major Projects and Programmes Delivery Update
- Member Engagement
- Think Tank Update
- Communications Plans Update and key Messages for staff (as required)
- Formal Decisions Required By CPB
- Review major risks and issues.
- Points to note from existing Boards (People, Assets..)
- AOB.

Minutes will be taken by a member of the CPO. Any decisions, actions will be formally recorded in the RAIDD (risks, assumptions, issues, decisions and dependencies register). Where there are changes to a decision these will be formally recorded as change control and impact assessed.

MEMBERSHIP

Role	Who
Chair/Sponsor	Stephen Halsey
Members	Robert McCulloch-Graham , Stephen Halsey Chris Holme , Aman Dalvi, Paresh Chudasama, Louise Russell
<p>Requirements:</p> <ul style="list-style-type: none"> • In the event of a member unable to attend, an empowered deputy will be required to attend. • Agenda and papers will be issued 2 working days prior to the meeting. • Minutes/actions and decisions to be issued within 5 working days of the meeting taking place. 	
<p>Board Accountability</p> <p>The prime purpose of the board is to drive the savings programme forward and support the delivery of the MTFS providing confidence, assurance which supports Members' wishes.</p> <p>The CPB is accountable for the success of the savings programme. The CPB has the authority and responsibility to make decisions and provide commitment of resources (money, staff & equipment) from across the council. The CPB will be able to delegate authority to other officers and Members as appropriate to deliver the savings programme. The CPB reports to CMT.</p> <p>Decision Making Authority</p> <p>The decision making authority will remain the same as CMT.</p> <p>Quorum</p> <p>Decisions will be taken by the CPB as a collective whole. It will be the responsibility for Board members to send authorised representation (by exception only).</p> <p>Where a decision cannot be made by the CPB for whatever reason and that decision is significant, the CPM will update the necessary risks and may undertake an impact assessment.</p> <p>Main Responsibilities</p> <ul style="list-style-type: none"> • Ensure that the CPB acts to provide leadership, guidance and support to the savings programme. • Ensure that each Directorate is aligned with the overall programme of savings and that any key actions are implemented. • Ensure that each directorate communicates, as appropriate, key messages consistently along agreed themes. • Acts to provides leadership across all areas of the council, providing for governance and oversight for every initiative and project. • CPB members act to pursue to the savings programme and enable to proactive working engagement with the CPO to ensure proper support and information can be provided to ensure that decisions and guidance can be provided to the organisation to give it the confidence to meet its MTFS 	

- That best practice such as PRINCE2, MSP and P3O is adopted to provide the consistency and decision making transparency.
- To provide a framework to senior officers, Project Boards, existing Boards (Assets, People...) to enable them to prioritise and work within a set criteria to deliver a set of outcomes aligning to the corporate priorities.
- Provide a Directorate perspective on issues, risks and mitigating actions, particularly in preparation for Board meetings by liaising with the CPO
- Ensuring that staff communications are cascaded effectively through corporate communications but also through the Directorate in respective DMTs and SMTs. Approve key messages and channels
- Review highlight reports and take note and actions removing key risks and issues as highlighted by the Corporate Programme Manager
- To provide strong leadership around benefits realisation and to act to ensure that financial savings are realised and accounted for through to the s151 officer. That the CPB provides for decisions with regard to budgets, savings and sign off authority to initiatives, opportunities and programmes.
- Resolving strategic and directional issues across the project requiring the input and agreement of senior stakeholders to ensure the progress of the project.
- To serve as an escalation point to existing Boards where issues or risks cannot be resolved and need further guidance and mitigation
- Ensuring the integrity of benefit profiles and realisation plans and ensuring that there is no double-counting of the benefits and savings
- Provide oversight to Programme and Project Boards and receive reports as to the progress and act to ensure that every project, initiatives and programme continues to support the councils' objectives
- To receive a report from the CPM on the overall assessment of the savings programme and progress and provide steer and decision making
- Act to stop or close initiatives, projects and programmes which do not have a continued business case to ensure the maximum use of resources and improve the confidence to deliver the savings by undertaking change initiatives that have a higher return.