

REPORT TO: Audit & Governance Board

DATE: 20 November 2024

REPORTING OFFICER: Corporate Director –
Chief Executive’s Delivery Unit

PORTFOLIO: Corporate Services

SUBJECT: Transformation Programme Governance
Arrangements

WARD(S) Borough-wide

1.0 PURPOSE OF THE REPORT

1.1 To inform the Board of the governance arrangements for the Council’s Transformation Programme.

2.0 RECOMMENDATION: That the report is noted.

3.0 SUPPORTING INFORMATION

3.1 The Council’s Transformation Programme started to operate on 1st April 2023, since when it has grown in both scope and complexity. The programme is in place until 31st March 2026.

3.2 The governance of the Programme primarily sat with the Executive Board, who acted as the ‘Programme Board’.

3.3 As the programme entered its second year of operation, it was noted that the breadth and depth of the projects within the programme had grown, the monitoring of project performance, interface with other disciplines within the Council, and the monitoring and management of benefits, risks and issues has become more complex.

3.4 In August 2024 a Transformation Programme Board was established. This is formed of a working party consisting of the ten Executive Board members. A number of officers also form part of the Transformation Programme Board to facilitate and support its operation.

3.5 Where a project sits within an Executive Portfolio, the Portfolio Holder assumes the role of the ‘Lead Member’ within that transformation project.

- 3.6 A level of scrutiny operates across the projects within the programme through Topic Groups, led by the Chairs of relevant Policy & Performance Boards. Any recommendations emerging from this scrutiny are referred to the Transformation Programme Board, via the Lead Member for the respective project.
- 3.7 The Transformation Programme Board is in place to provide governance and oversight and has no delegated authority within the scope of the Council's Constitution. The Board may make recommendations to the Executive Board as and when required.
- 3.8 Where a formal decision is required following the Board's consideration of any matter within its purview, that decision is referred to be included in the agenda of the next available meeting of the Executive Board.
- 3.9 The Terms of Reference for the Transformation Programme Board are appended to this report.

4.0 **POLICY IMPLICATIONS**

- 4.1 There are no direct policy implications arising from this proposal.

5.0 **FINANCIAL IMPLICATIONS**

- 5.1 The oversight provided by the Transformation Programme Board is a key element in the achievement of financial benefits within the Transformation Programme, which in turn contributes to the Council's financial standing.

6.0 **IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

- 6.1 Improving Health, Promoting Wellbeing and Supporting Greater Independence

The Transformation Programme has links to the delivery of all corporate priorities.

- 6.2 Building a Strong, Sustainable Local Economy

The Transformation Programme has links to the delivery of all corporate priorities.

- 6.3 Supporting Children, Young People and Families

- 6.4 The Transformation Programme has links to the delivery of all corporate priorities.
- Tackling Inequality and Helping Those Who Are Most In Need
- 6.5 The Transformation Programme has links to the delivery of all corporate priorities.
- Working Towards a Greener Future
- 6.6 The Transformation Programme has links to the delivery of all corporate priorities.
- Valuing and Appreciating Halton and Our Community
- The Transformation Programme has links to the delivery of all corporate priorities.
- 7.0 **RISK ANALYSIS**
- 7.1 Failure to apply a sufficient level of governance and oversight to the Transformation Programme may result in opportunities being missed, financial and non-financial benefits not being achieved, with existing and future service delivery being compromised.
- 7.2 The Transformation Programme Board will monitor the programme risk register as part of its oversight role.
- 8.0 **EQUALITY AND DIVERSITY ISSUES**
- 8.1 There is the possibility of the emergence of Equality & Diversity issues across the Council's service portfolio where transformation project work is undertaken. These issues would be addressed on a case-by-case basis and monitored by the Transformation Programme Board.
- 9.0 **CLIMATE CHANGE**
- 9.1 There are no direct climate change implications.
- 10.0 **LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972**
- 10.1 None under the meaning of the Act.