



Thriving People Strategic Delivery Panel

Terms of Reference

Management Team Lead	
Month Approved	
Month of Next Review	

Ambition

Supporting people and communities to thrive by addressing inequality, tackling homelessness, improving housing conditions, boosting skills, adapting homes, improving health and wellbeing, and supporting those most in need.

Purpose

The Theme Board provides strategic direction, oversight, and governance to deliver the Corporate Plan's Thriving People theme. It ensures alignment with organisational priorities, delivery of measurable benefits, effective risk and performance. The Programme Theme Board aims to successfully deliver of the following strategic priorities.

1. Champion health, wellbeing, culture and active lifestyles
2. Supporting our communities to thrive.
3. Enable independent living, improve housing conditions, and support vulnerable residents
4. Boosting skills and pathways into employment.

Programme Scope – The Delivery Plan

Activity assigned to the Programme Theme Board will be aligned to a supporting Delivery Plan which will guide work initiatives. The Delivery Plan will be linked to the associated aims and outcomes of the themes and consist of the following elements.

Project Management

- Ensure the programme, and supporting projects, remain aligned within the theme.
- Monitor project progress commissioning remedial action as and when required.

- Remove blockers, manage risks and resolve escalated issues
- Track and validate delivery of project benefits in line with approved Business Cases.
- Ensure compliance with WLDC PMO governance frameworks.

Performance Management

- Recommend theme-related Progress & Delivery KPIs
- Oversee KPI performance.
- Identify / monitor Performance Improvement Plans for measures underperforming for two consecutive periods
- Escalation of underperforming KPI performance to Management Team
- Have oversight of theme-related operational measures

Strategic Risk Management

- Maintain / review the Corporate Strategic Risk Register for the relevant, ensuring risks are defined, managed and closed in alignment with the council's Risk Management Strategy.
- Escalate critical risks are escalated to Management Team with visibility on the Forward Plan.
- Ensure risk ownership are assigned and mitigation actions are monitored.
- Approval of risk control and mitigating actions prior sign-off at Management Team and Governance and Audit committee.

Strategies / Policies

- Identify and review policies that directly impact programme delivery, performance or risk.
- Ensure programme activities comply with relevant council policies.
- Oversee the periodic review of associated strategies.

Meeting Structure

- Boards will meet quarterly, chaired by the designated Management Team Sponsor with technical and administrative support from the assigned Transformation Officer.
- In the absence of the MT Sponsor, the board will be chaired by the Lead Officer.
- Meetings will be held during office hours.
- Board packs will be distributed one week in advance of each meeting, with summary minutes and updated Board action log etc are to be issued within five working days.
- Meeting minutes will be generated using Copilot, then checked and verified to ensure consistency, accuracy and efficiency.

- A dedicated MS Teams channel will serve as the programme's central workspace, providing a single point of access for board packs, meeting minutes, action log and monthly project updates.

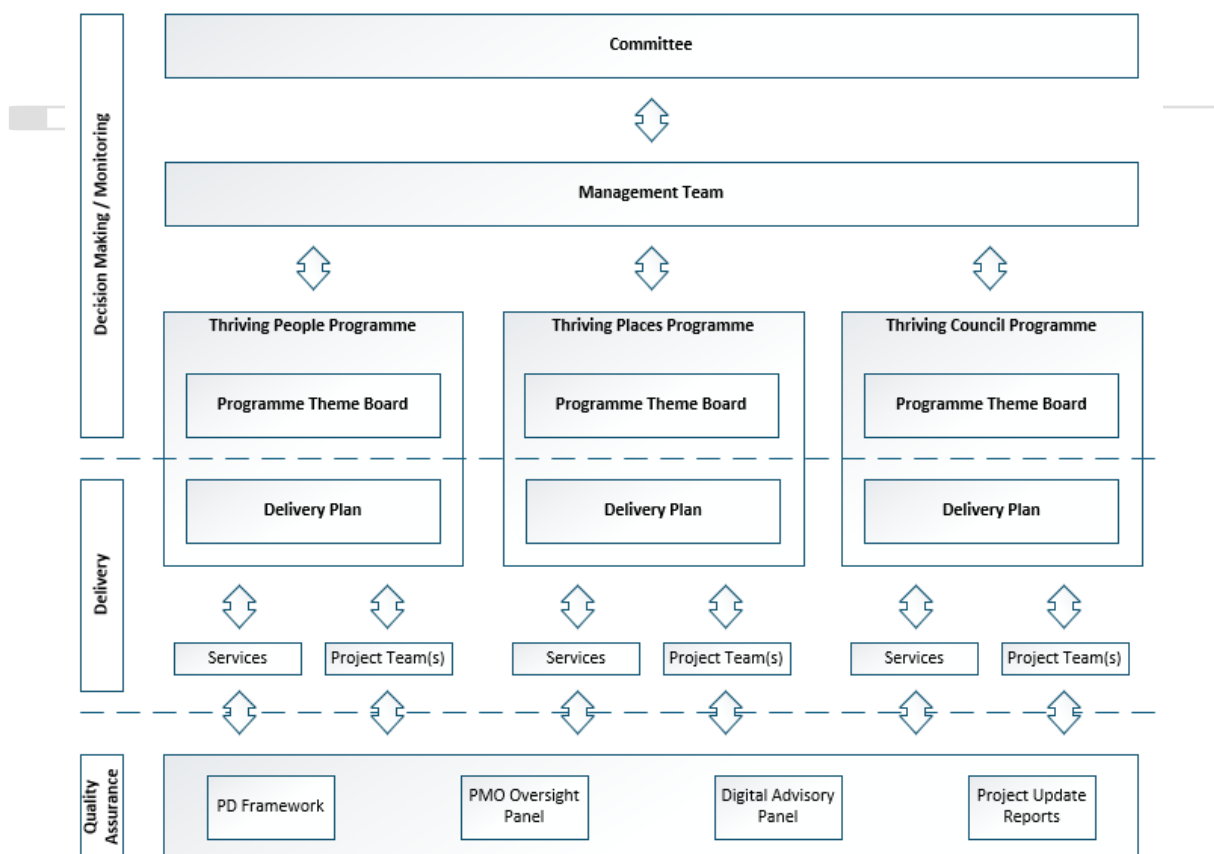
Quorum

For the Programme Board to be quorate, at least 50% of members must be present including the Management Team Sponsor (or Lead Officer) and one Member Sponsor. Meetings that are not quorate will not proceed.

Change Control

- Thriving People theme related KPIs must be approved by the board. This includes the identification of emerging measures or the reconfiguration of current measures.
- The ToR is to be reviewed annually or upon major programme change. Any changes are to be reported to Management Team.

Organisation



Programme Membership

Role	Officer	Responsibility
Management Team Sponsor *Chair*	N Roberts (Director - Change Management, ICT & Regulatory Services)	<ul style="list-style-type: none"> Owns the vision for the theme. Provides leadership / champions the programme. Sponsors associated projects.
Lead Officer *Vice chair*	tbc	<ul style="list-style-type: none"> Manage day-to-day delivery of the programme.
Lead Member Sponsor	tbc	<ul style="list-style-type: none"> Provide political leadership, direction and ensure alignment with WLDC priorities. Offer strategic challenge, scrutiny and feedback.
Deputy Member Sponsor	tbc	
PMO Lead	D Mellors (Change, Programme & Performance Manager)	<ul style="list-style-type: none"> Provides highlight reports, risk / issue updates. Ensures consistency with WLDC PMO and Performance Management frameworks.
Performance Lead	CI Bailey (Senior Transformation & Performance Officer)	<ul style="list-style-type: none"> Provide updates on KPIs through P&D reports. Assist in the identification / monitoring of project benefits.
Finance Lead	S Scully (Finance Business Support Team Leader)	<ul style="list-style-type: none"> Provide updates on finances for projects in delivery.
Comms Lead	J Heath (Communications & Engagement Manager)	<ul style="list-style-type: none"> Develops / monitors communications and engagement.
Risk & Equalities Lead	K Allen (Corporate Governance Officer)	<ul style="list-style-type: none"> Maintain oversight of theme related strategic risks. Ensure risks are accurately recorded, monitored / escalated in line with WLDCs Risk Management Strategy.
Strategy & Policy Lead	E King (Policy & Strategy Officer)	<ul style="list-style-type: none"> Oversee / review policies & strategies that impact programme delivery, ensuring compliance with WLDC priorities.
Subject Matter Experts	A Gray (Housing & Environmental Enforcement Manager)	<ul style="list-style-type: none"> Offer expert advice to inform the theme delivery plan. Identify emerging risks, issues or opportunities relating to their area. Support the delivery of theme relating projects and performance improvement activity.
	S Elvin (Homes & Health Team Manager)	
	C Markham (Commercial Development Manager)	
	G White (Enterprising Communities Manager)	
	M Snee (Corporate Projects Officer)	
	A Bottell (Senior Project & Growth Officer)	
	Ca Bailey (Projects Officer)	
	N Masterton (Projects Officer)	
Change & Governance	Ellie Carter (Transformation Officer)	<ul style="list-style-type: none"> Provide updates in the absence of board members. Prepares agendas / packs and updates in channel. Manage the programme action list. Develop / deliver Change Management Plans for theme related works.

Substitutes must be made in the event of board members not being able to attend.

Appendix A: Definitions

- **Performance Management.** The systematic process of setting goals, monitoring progress, evaluating outcomes, and improving the efficiency and effectiveness of council services. A robust performance management framework is crucial to organisational success as it provides a structured approach for strategic and employee goals to be aligned.
- **Progress & Delivery Framework.** The council's performance management framework is named Progress and Delivery which is commonly referred to as P&D. This framework consists of statistics and measures enabling the council to manage performance it its statutory requirements, service delivery against customer needs and wants, service specific requirements and corporate plan identified priorities.
- **Statistic.** A measure whose performance is outside of out control for example the number of applications for a service that we receive within a period. For these we don't assign a target. *Example – number of applications received.*
- **KPI.** A measure that is within the control of the council. We assign a target to our KPIs and show performance against **red**, **amber**, or **green** (commonly known as RAG rating). A **red** rating is where performance is below expected targets, **amber** is where performance is aligned to the target and **green** is shown if the measure is performing better than target. *Example – time taken to process received applications.*
- **Project Management Office (PMO).** WLDCs centralised function that governs, standardises, and supports project delivery. It ensures alignment with strategic goals and drives continuous improvement through a hybrid model of hands-on and consultative support. *Example - Oversight of all council projects, ensuring consistent methodology and strategic alignment.*
- **Programme.** A coordinated set of related projects and activities managed together to deliver strategic benefits that individual projects alone could not achieve. Programmes are long-term, benefit-focused, and adaptable. *Example - Digital Transformation Programme including CRM implementation and legacy system removal.*
- **Project.** A temporary initiative with a defined scope, budget, and timeline, undertaken to deliver a product, new service, or improved result for stakeholders. *Example - Implementation of a new IT system.*
- **Business as Usual.** Ongoing operational work, aligned to approved business/service plans, that sustain or improve daily council functions and service delivery. BAU is repetitive tasks or

processes, continuous, and focused on maintaining services rather than delivering significant change. *Example - Monthly payroll processing.*

- **Project Update Reports.** A structured summary that provides a snapshot of a project's current status, including progress against milestones, RAG-rated performance, key risks or issues, and any submitted or approved change requests. It supports oversight, accountability, and timely decision-making. *Example – Monthly update for the new IT system implementation Project highlighting timeline slippage and a pending scope change request.*

- **Risk.** An uncertain event (or set of events) which, should it occur, will influence the achievement of project objectives. The risk may not be detrimental as a risk can be either a threat or an opportunity

- **Issue.** A known event, condition, or deviation from plan that has already occurred or is actively unfolding, and which may adversely affect the delivery, performance, or strategic alignment of the project

- **PMO Oversight Panel.** A cross-programme assurance forum that reviews project progress, tracks benefits, and escalates issues to Programme Sponsors and Programme Theme Boards. It promotes consistency, captures lessons learnt, and supports continuous improvement of the PMO.

- **Project Advisory Panel.** A forum for subject matter experts to discuss and feed into projects. The core functions of the panel are to ensure that project scoping is aligned with the council frameworks and procedures. The panel will allow for expertise to be applied to project scoping ensuring that Business Cases are robust prior to approval. The panel will be responsible for the informal approval of project Business Cases before they are formally approved.