

Integration programme. Overarching summary.



Document Context

- ❖ This document is written to provide an overarching summary of the work that PwC have completed in order to design and establish an assured integration framework and plan for the MCA integration programme.
- ❖ This document describes the 'journey' that has been undertaken as part of this work, firstly describing the ask and then the process which was followed. The approach undertaken focussed on establishing a robust governance framework which will undertake effective ongoing risk management, which is the key to running a successful integration programme and mitigating risks in a timely manner. Underneath the governance structure, sit five workstreams and the process by which these have been established and work has commenced are described within this document
- ❖ This document is intended to give an overview of PwC's work completed. However, it can also be used to give an overview of the assurance process as a whole and has been written with the intention that it can be used to provide reassurance to senior stakeholders and bodies such as Audit and Standards Committee that risk is being managed through an effective, well managed process
- ❖ The success of this programme will not be as a result of the plan and activities described within this document. The success of the programme will come from the governance procedures which have been established and described within this document continuing to be followed throughout the course of the programme. This will provide challenge and clear risk management throughout the programme lifecycle. This document describes how this process will take place and emphasises its importance.

How does this document align to other documents?

As part of our work to support the integration programme, we have produced a number of different documents to capture the progress that has been made. Each workstream has a separate workstream initiation document, underpinned by a summary of the work that has been completed on a programme wide level to accelerate current progress.

Overarching summary

This document will summarise the work that has been completed at a programme wide level and will act as an executive summary to more detailed documents (such as the programme risk log and the interdependency tracker).

Workstream 1: The future organisation and HR

A workstream initiation document that introduces the workstream, the scope of work, provides a high level plan of activity and captures the key interdependencies and risks.



Workstream 2: Finance and assets

A workstream initiation document that introduces the workstream, the scope of work, provides a high level plan of activity and captures the key interdependencies and risks.



Workstream 3: Legal, governance and compliance

A workstream initiation document that introduces the workstream, the scope of work, provides a high level plan of activity and captures the key interdependencies and risks.



Workstream 4: Communications and marketing

A workstream initiation document that introduces the workstream, the scope of work, provides a high level plan of activity and captures the key interdependencies and risks.



Workstream 5: Information technology

A workstream initiation document that introduces the workstream, the scope of work, provides a high level plan of activity and captures the key interdependencies and risks.



1. Context and Introduction to this phase of work

Introduction to this phase of work

Background to the integration

A decision to formally integrate the Mayoral Combined authority (MCA) and the South Yorkshire Passenger Transport Executive (SYPTe) was taken in 2020 with the intention of creating one, more effective organisation. Integrations of this nature can be complex and due to the breadth of change activities required they can come with a wide risk profile. Due to this, external support was requested to construct an independently assured plan and risk mitigation strategy for the integration programme.

Key aims of this phase of work

Prior to this work taking place, some initial work had been undertaken to support the integration including the development of a single legal entity and executive team and progress has been made to integrate some functions across both organisations (such as HR and Legal). This phase of work aimed to support the Accountable Officer and current programme management to:



Evaluate the existing work that has taken place so far, providing challenge by drawing on best practice. Begin to 'stand up' the formal integration programme by **evaluating a number of previous programme wide decisions and the proposed workstreams.**



Establish clear but **concise governance arrangements** for the whole integration programme. This will be supported by the development of a **programme wide plan** for integration to ensure progress, risks and interdependencies are all tracked properly.



Evaluate and develop the proposed workstreams, working with leadership to identify workstream leads. Begin to work with the workstream leads to establish **workstream activity plans that consider the tasks and milestones** that will need to be completed.



■ South Yorkshire full 'constituent' members ■ Non-constituent members

2. Approach and initial findings

What are the key enablers for a successful integration?

The integration of two organisations that are currently independent operational and legal entities is a complex task which carries with it a large and varied risk profile. However, when correctly managed and governed, integration projects can lead to the creation of a new improved organisation with a clear vision and purpose. The success of this integration programme will largely depend on the effectiveness of the governance structures which have been put into place and the experience, expertise and availability of staff to perform the activities required. Specifically the following six facets are key to ensuring a successful integration.



Clarity of vision and narrative with partners

To ensure full benefit realisation, a clear vision for the new organisation is vital. The new organisation should aim for a 'best in class' operating model rather than simply amalgamating culture and processes from the two existing organisations



Implementing clear and efficient governance

Governance should be detailed without being onerous, ensuring that decisions are made at the appropriate level and risks are highlighted and resolved quickly. This governance structure should allow extensive challenge from senior stakeholders



Clear accountabilities and responsibilities

There should be clear accountabilities and responsibilities throughout the programme, right from chief executive level down to the workstream leads. Responsibilities for boards and steering groups should be defined in RACI format and agreed



Developing a clear programme wide plan

It is vital that at the start of a complex programme, time is given to developing a clear plan that outlines the required activities to successfully integrate and the associated milestones. This plan should clearly call out initial risks and dependencies



Ensuring resource capability aligns to programme activity

Integration activities can be complex and require a level of experience right across the organisation to ensure that all activities are carried out effectively and legally. This complexity must be acknowledged and where gaps exist, these must be addressed



Ensuring resource availability

Once the correct resources have been identified, it is vital that they have enough time to both undertake programme activities and any BAU work. Lack of time can constitute a key risk both to BAU and integration activities

Key principles for developing an assured integration programme

When developing an assured integration plan for the MCA/ PTE integration, a number of key principles based on industry best practice have been followed to ensure that the integration is not only carried out legally and with minimal unnecessary disruption to the organisations involved but also allows the full benefits of the integration to be realised. These principles have underpinned the establishment of the plan and the integration activities which have been carried out to date. Continuing to follow these principles and the arrangements laid out within this document is crucial to enable the integration to be a success.

What are the key principles that have underpinned the approach to developing the integration programme?



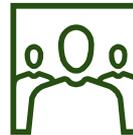
Governance - Ongoing, robust governance by qualified individuals is the key to success. This governance structure will underpin all integration activities.



Adequate escalation - The most senior escalation point (in this case programme board) has a key role to play in making key decisions and ensuring that the most complex risks are being mitigated.



Applying best practice - The plan which has been put into place is based on best practice from across the public sector. The governance structure is there to mitigate these risks and in doing so, will lead to a successful integration.



Accountability - The workstream structure should lead to clear accountability throughout the programme. This provides a clear view of ownership of tasks and gives the leadership of the MCA a definitive answer regarding who is responsible for each key task to be carried out.



Identifying integration specific activities - The tasks and activities within the plan specifically focus on the integration and preparing the organisation for going live as one new organisation. This plan features design activities which will determine how business as usual is carried out in the new organisation, but should not be confused with business as usual activities.

Assessing the progress that had been made prior to this phase

In the first week of the project, extensive stakeholder engagement took place to determine the current state of the Integration programme and the work which had already been completed. This engagement showed that some key tasks work had already commenced, but that the programme required an overarching framework to mitigate risks and ensure that the integration was carried out in line with the vision for the MCA. Specifically, four things were highlighted by this engagement:



Progress has already been made

There had already been some progress made, particularly with stand alone tasks around the legal dissolution of the PTE and the integration of the Finance functions. However, this progress wasn't part of a joined up plan and had often taken place in isolation



Establishing programme governance was critical

To accelerate the collective programme, clear governance to underpin the programme was imperative. Clearly defined governance ensures decision making is effective and risks are mitigated in line with a clear ongoing strategy.



General preference to informally integrate before statutory date

All stakeholders that were spoken to highlighted how integrating the organisations wherever possible was the preferred overarching option. There was an appreciation that certain components cannot be integrated until the SYPTE has been formally dissolved however there are a large number of components that can be integrated in advance.



An absence of an overarching vision that stakeholders across both organisations can buy into

Staff across both organisations need to understand both their individual and collective purpose to ensure new ways of working are successfully adopted and one culture is adopted across the future organisation. A clear vision needed to be set to underpin the integration programme.

In Week 1, a preferred option for Integration was also confirmed

Due to the difficulty in obtaining parliamentary time to legally dissolve the SYPTE and the potential issue this would cause with delays to benefits, two different integration options were discussed with senior stakeholders across both of the current organisations. ***In summary, all stakeholders agreed option 2 was the preferred option as it maintained the current momentum regarding progress and it was more likely to deliver the integration in a timely manner.***

Option 1: Wait until legal integration before undertaking wider programme activities



Overview

This proposes that the immediate priority should be to pass the integration through parliament as soon as possible, with the SYPTE being 'lifted and shifted' in the meantime.

Positives of this option



This option would lead to legal dissolution of the PTE quicker, with functions remaining as normal in the short term. This option may provide greater clarity to partners and external stakeholders earlier, providing them with more time to make any required changes.

Disadvantages of this option



This option is likely to waste time in the immediate as legal dissolution may not be soon as the parliamentary order depends on other, out of control activities. Integrating after a lift and shift is also likely to be less successful in terms of implementing real change and improvements.

Option 2: Begin integration activities as soon as possible and legal activity is completed when it can



Overview

This option proposes that integration activities should commence as soon as possible rather than a 'lift and shift' of the current SYPTE.

Positives of this option



This option ensures progress can maintain momentum as there are plenty of activities that can be completed before legal integration. It is also more likely to improve the quality of services within the future organisation as it provides more time for change to be implemented. From a staff perspective this will be a smoother process of change for them.



Disadvantages of this option

There may be some areas of duplication (such as pre legal dissolution method vs post legal dissolution) that will lead to a slight increase in workload.

*A more detailed breakdown of the positives and negatives of each option can be found in **appendix 1**.

3. Establishing the programme structure and governance

What process has been followed to stand up the programme?

To build on the previous progress that had already taken place across the integration programme prior to the formal development of the plan, a number of important activities have taken place to establish structure which will mitigate risk and ensure the success of the integration. The following process has been followed to establish the structure that is now in place:



Confirm and implement the required governance

Drawing on best practice, governance procedures have been implemented to ensure progress is reported on frequently and any key decision points and / or risks are escalated appropriately.



Establishing the workstreams

The seven workstreams that were previously proposed have been streamlined into five. Workstream leads for each of these workstreams have also been identified.



Development of workstream initiation documents

A short initiation document has been developed to outline the work packages, high level activities (will be built on further by workstream leads), the dependencies and current identified risks.

Who have we engaged with to stand up the integration programme?

To shape the integration programme and to understand the progress that had already been made, a number of stakeholders have been engaged. This engagement has been in line with the process outlined above:



Engagement with senior leadership

Engagement with senior leadership took place to discuss a number of key components, including confirmation of the preferred integration option and to understand the progress that had been made so far.



Engagement with workstream leads

To build on the current progress and to confirm the programme structure, workstream leads that were identified by senior leadership have been engaged to develop the workstreams. This included discussion on the work packages and the associated activities.

Establishing the governance for the programme

Vital to the success of any complex integration programme is the establishment of open but robust governance. The structure which has been proposed and implemented for the MCA Integration gives responsibility to workstream leads for the implementation of their workstream. Workstream leads meet at a steering group fortnightly, with a Programme board sitting above them as a final decision making executive body. This will ensure that the programme continues to manage risk effectively, whilst supporting those in key workstream lead positions. The key roles are described in more detail below:



Please note that a more detailed RACI for the implemented governance arrangements can be found in **appendix 2.*

Developing a consistent approach to risk identification and mitigation

The governance arrangements outlined previously are central to the risk management approach being employed for the MCA integration. The approach defined below aligns with the MCA's existing risk and issue management logs and aims to empower workstream leads to manage risks in an open and collaborative manner.

Using the governance structure to manage risk

The programme risk log will be updated in real time by workstream leads using an online collaboration tool. This enables programme leadership to have a real time view of the risk picture. Key risks will then be actively called out in fortnightly highlight reports and discussed at steering group. Where risks are deemed to be 'red' rated or where steering group requires a decision regarding mitigation this will then be escalated to Programme Board where a formal decision will be made. This structure should give confidence to senior stakeholders that risks are being managed in an honest and transparent manner, with key decisions being taken at the right level to ensure serious integration risks are mitigated against.

Key principles behind the risk management strategy



Confirming the workstreams

At the February MCA committee, seven workstreams were proposed to complete the required integration activities. To prevent reporting and governance from becoming time consuming and onerous, a number of changes have taken place that would improve the speed of decision making, reduce the amount of different reporting lines and evenly distribute the workload associated with the integration activities.

Changes since February MCA committee

1. Workstream 1 has been renamed to 'The future organisation and HR' to better reflect the activity around developing the future TOM of the integrated organisation
2. Previous workstream 6 (Programme and Investment) has been added to workstream 1.
3. Previous workstream 7 (Assets) has been combined with workstream 2 to form 'finance and assets'.
4. Previous workstream 4 (branding and comms) has been changed to communications and marketing. Comms regarding the integration will be developed on a programme wide level but will still be completed by the communications team.
5. Governance for the programme has been implemented, with steering group taking place fortnightly and integration board replacing management board on the last meeting of the month.

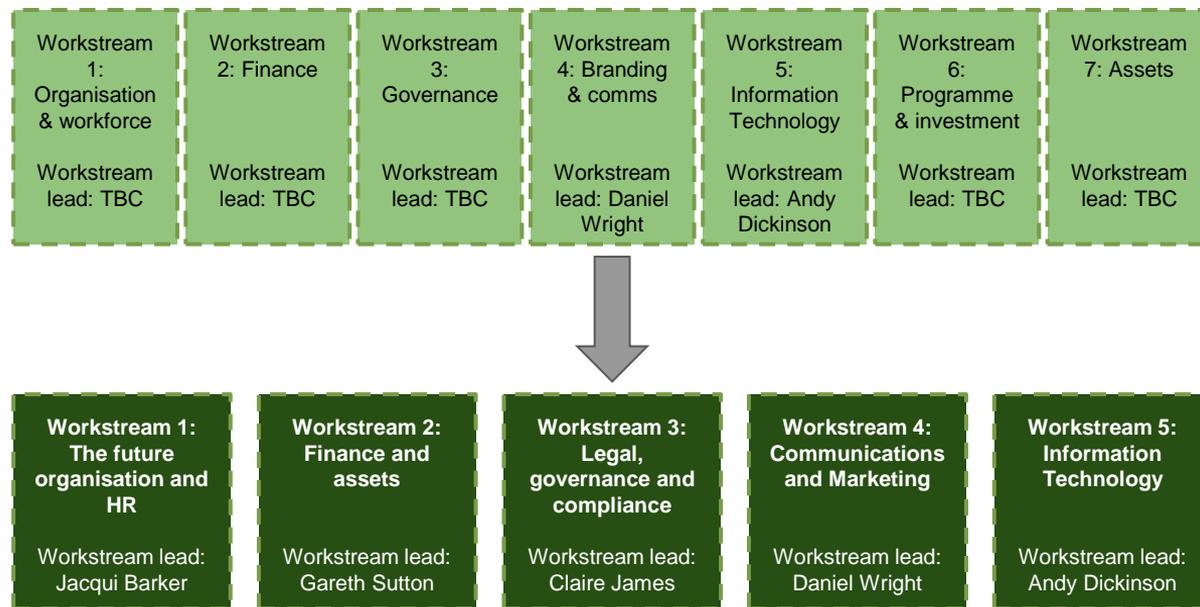


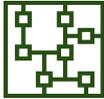
Figure 1 - Old programme structure vs new programme structure

Confirming the scope of each workstream

Following the agreement across senior stakeholders regarding the structure of the wider programme and the consolidation of the previous workstreams, a series of meetings took place to establish:

1. *The scope of the workstream in accordance with the identified work packages*
2. *The high level activities that would need to take place for each of these work packages and the associated milestones for the workstream*

Confirming the scope of each of the integration workstreams



Workstream 1: The future organisation and HR

This workstream is responsible for all activities associated with developing the new ways of working on a day to day basis, including the future operating model.



Workstream 2: Finance and assets

This workstream is responsible for completing all finance related activity as part of the integration. This also includes all activity associated with current assets.



Workstream 3: Legal, governance and compliance

This workstream is responsible for ensuring all the legal elements of the integration are completed correctly, along with the development of new organisational policies.



Workstream 4: Communications and marketing

This workstream is responsible for developing the future branding of the organisation and marketing this accordingly to residents, communities and stakeholders.



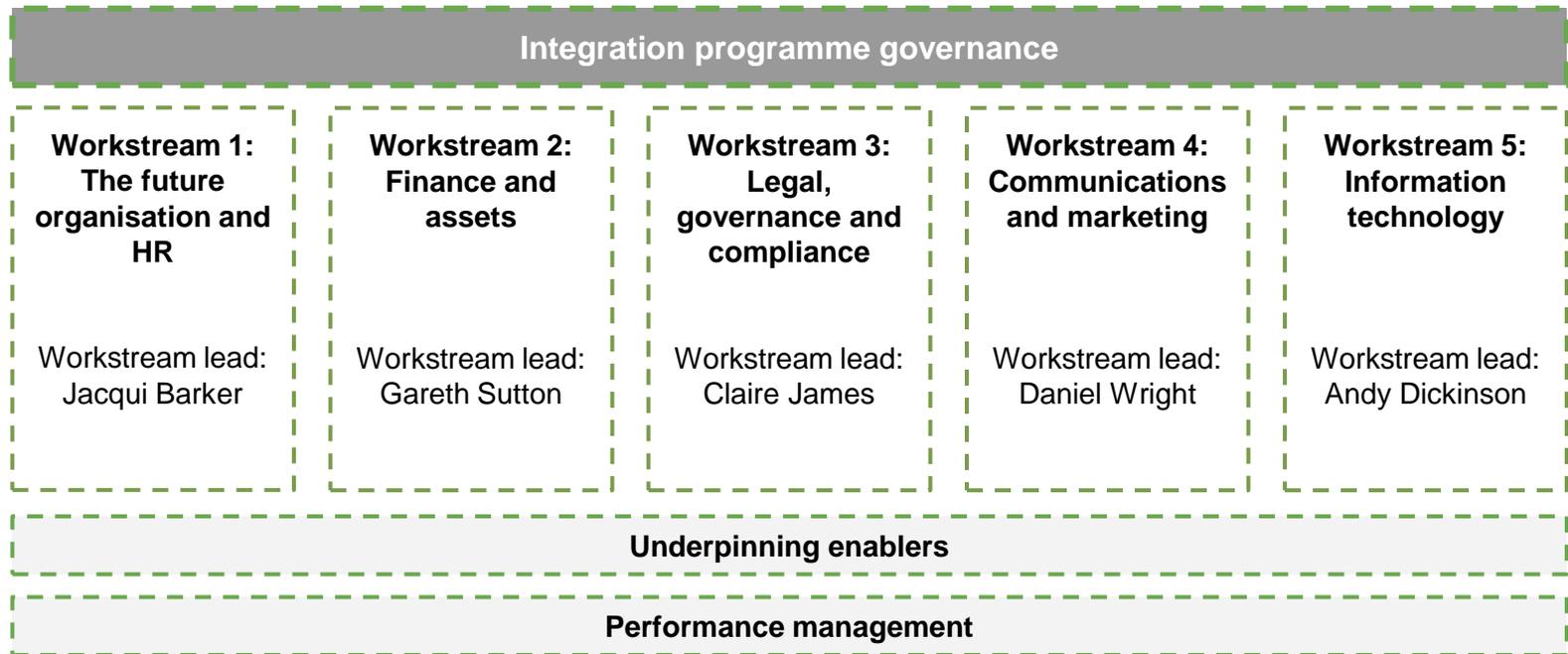
Workstream 5: Information technology

This workstream is responsible for making sure all of the technology is successfully integrated and implemented to enable future ways of working.

4. Developing the workstreams plans for the integration programme

Developing the workstream plans

Once the governance structure had been agreed and established, a set of individual detailed workstream plans were constructed. This process involved working alongside the workstream leads to actively challenge their existing thinking, highlight existing risks and dependencies and produce a detailed initial plan for the workstream which could then be used as a baseline for reporting progress. The follow slides provide an overview of each of the five workstreams, with more detailed workstream initiation documents, sitting separately to this pack



Workstream 1: The future organisation and HR - what does good look like?

Accountable: Ruth Adams **Workstream Lead:** Jacqui Barker **Other team members:** Rachel Radford, HR team

Workstream summary and overall objective

This workstream is responsible for developing what the future organisation will need to be from a Target Operating Model (TOM) perspective. This includes key HR functions and activities that will need to take place as part of the integration. The workstream will:

- Develop the Target Operating Model for the future organisation and all of the services that will be provided. This includes defining 'what' the future services will be doing and 'how' they will deliver this
- Develop and implement the new organisational structure for the future organisation and complete all necessary HR elements to underpin this
- Work with MCA leadership to reaffirm the vision and the key values of the future organisation

What will good look like following the completion of this workstream?

It should be recognised that this will be a large workstream with multiple different components, however on completion the following components should be in place:

The **vision** is reaffirmed across the organisation with staff understanding their collective and individual purpose.

A **best in practice Target Operating Model** will be implemented that enables corporate objectives and empowers staff.

A **single operating model** is in place for the future organisation that clearly outlines what services the organisation will provide.

All **HR related activities** have been completed, with a single version of HR policies, processes and Ts & Cs in place.

Considering best practice



Success factors

- A clear vision for the overall organisation and each service undertaking a TOM redesign must be in place before carrying out TOM activities
- Consistent language is adopted when referring to Target Operating Models. TOM refers to the 'how' by considering what needs to be in place to deliver the desired outcomes

Issues faced by others

- Lack of time to adequately complete detailed design of services, causing details to be missed and implementation to be delayed
- Absence of clear sequencing or prioritisation should there be time constraints

Common pitfalls to avoid

- To deliver significant changes to how services are delivered and to maximise benefits, detailed TOM design should not be confused with determining which option to go for out of existing models

Workstream 1: The future organisation and HR - Learning from industry best practice (1 of 2)

Before commencing the work packages outlined below, it is important that the end goal of each work package is agreed and that industry best practice is utilised to ensure that common pitfalls are avoided. Lessons learned and key factors for success from similar integrations are described below at a work package level

Work package	Key factors for success based on industry best practice
 Strategy, purpose and vision	 <p>The vision must be agreed amongst senior stakeholders at the start of the integration programme. The strategy for achieving this and what this means for future design and different stakeholders must be followed (could be through the development of design principles).</p>
 TOM development and design	 <p>The operating model for the whole organisation needs to be established by identifying where different services will sit in the overall model. A review of the different services present will need to take place to identify those that are a priority or require the greatest amount of activity for detailed service design.</p>
 Organisation design and Job evaluation (based on the TOM)	 <p>The vision for the organisation and each service must be agreed before this takes place. Organisation structure should be developed to enable decisions to be made at pace whilst ensuring staff are clear on who reports to them and who they report to (best practice - no more than 1:10 staff ratio)</p>
 Culture, behaviours and values	 <p>This work package must follow on from the 'strategy, purpose and vision' work package as this considers what needs to be done on a day to day basis to help achieve the vision. Culture and behaviours need to be consistent across the whole organisation regardless of grade and senior leadership will need to be seen as leading by example by this through tangible action.</p>

Workstream 1: The future organisation and HR - Learning from industry best practice (2 of 2)

Before commencing the work packages outlined below, it is important that the end goal of each work package is agreed and that industry best practice is utilised to ensure that common pitfalls are avoided. Lessons learned and key factors for success from similar integrations are described below at a work package level

Work package	Key factors for success based on industry best practice
 <p>Organisation development - training and skills</p>	 <p>As part of the future TOM across the organisation, skill and capability gaps are likely to appear. Training and development opportunities should aim to overcome these, whilst training should also help to achieve the vision and strategy that has been set out.</p>
 <p>HR policies, processes and Ts & Cs changes</p>	 <p>A single set of HR policies, processes and Ts & Cs need to be considered. It is vital that any changes around this are communicated effectively to those that will be affected as previous experience has shown this as a common pitfall for organisations.</p>
 <p>Employee appraisal process</p>	 <p>A single appraisal process that is fair and consistent needs to be put into place. Organisations who take the time to outline clearly goals and objectives (whilst making this clear that this isn't about micromanaging) for teams and individuals often see better levels of productivity.</p>
 <p>Employee, trade union and stakeholder communications</p>	 <p>A clear communication strategy that enables the whole programme must be developed early on in the programme. Where possible, regular comms must be developed around key milestones, with a specific approach being developed for different audiences. These audiences must be identified at the start of the process. This work package will work closely in alignment with workstream 4.</p> <p>Trade unions must be onboard with the changes of the programme from the outset. The benefits of the integration must be articulated clearly to ensure approval.</p>

Workstream 2: Finance and Assets - what does good look like?

Accountable: Gareth Sutton **Workstream Lead:** Gareth Sutton **Other team members:** Mike Thomas, Jill Smith, Sue Sykes

Workstream summary and overall objective

This workstream is responsible for the completion of 4 key elements that will be critical for ensuring the programme is a success. At the heart of this is the completion of all financial related activities that need to be completed when integrating two organisations. In addition the workstream will:

- Pivot into a new business partnering model that can better support the future organisation
- Enable the organisation to achieve greater value for money whilst leveraging its purchasing power
- Develop a consistent approach to finance, procurement, assets and Programme & Performance (PPU)

What will good look like following the completion of this workstream?

It should be recognised that there are currently different approaches and methods present across the two organisations, however on completion the following should be in place:

All **finance** related activity associated with an integration of organisations (e.g. banking) is completed.

Industry leading thinking (business partnering as an example) has been applied when considering approaches.

A **single approach to asset management** that focuses on quality and satisfaction.

A consistent approach to **programme and performance** that links assurance framework and other standards together.

Considering best practice



Success factors

- A single model that aligns to best practice for each of the 4 components (e.g. business partnering) is adopted
- Clear accountabilities are in place around the management of the components within this workstream (e.g. managers owning budgets).

Issues faced by others

- Adopting the best out of the two different approaches rather than considering what the optimum model is (usually due to time constraints)

Common pitfalls to avoid

- It is critical that BAU activities or activities that would actually be within the workstream 1 plan (for example TOM activity associated with these functions) do not become key activities for this workstream.

Workstream 2: Finance and Assets - Learning from industry best practice

Before commencing the work packages outlined below, it is important that the end goal of each work package is agreed and that industry best practice is utilised to ensure that common pitfalls are avoided. Lessons learned and key factors for success from similar integrations are described below at a work package level

Work package	Key factors for success based on industry best practice
 Finance	 <p>A single chart of accounts needs to be underpinned by a single financial framework and single banking structure. Different models should also be assessed against the required outcomes and objectives of the organisation rather than simply selecting one of the two approaches present.</p>
 Procurement	 <p>A 'single version of the truth' must be developed to underpin future contract and procurement activity. In addition a single set of contractual procedures and rules for the future organisation must be developed and communicated properly across the organisation due to the complexity in this area.</p>
 Assets	 <p>A single asset strategy to underpin a future landlord function must be developed. A clear map of all current assets needs to be developed and a single set of landlord standards must be in place to drive improved quality and standards.</p>
 Programme and Performance Unit (PPU)	 <p>Linking closely to workstream 1 (the future organisation and HR) a single approach to programme and performance management must be adopted to provide clarity to those across the future organisation. The approach taken for this should follow a similar approach to that adopted as part of the TOM activities.</p>

Workstream 3: Legal, governance and compliance - what does good look like?

Accountable: Ruth Adams, Steve Davenport **Workstream Lead:** Claire James **Other team members:** TBC

Workstream summary and overall objective

This workstream is responsible for ensuring all of the required legal and policy components that need to take place for the integration to become official are completed. This will include the activities that need to be completed at parliamentary level but also the activities that need to take place from a legal, policy and compliance perspective for a single future organisation. The workstream will:

- Ensure that all of the legal and parliamentary activities are completed that will allow the two organisations to formally integrate
- Develop a single risk management strategy and framework to underpin the future organisation
- Streamline and develop a single set of organisational policies

What will good look like following the completion of this workstream?

It should be recognised that activities within this workstream will impact potential deadlines and timescales for other workstreams. On completion the following should be in place:

There is a **single, legal organisation** that has been formally approved in parliament and other government departments.

A single approach has been implemented regarding **risk management**.

New decision making and governance arrangements in relation to **different boards and committees**.

Required changes have been implemented into the 2022 **assurance framework**.

Considering best practice



Success factors

- The creation of an open and transparent culture regarding organisational risk management
- Clear communications internally regarding the legal dissolution of the PTE and the impact this will have on the organisation

Issues faced by others

- Allowing 'competing cultures' with regard to governance to develop. A new, aligned governance structure must be developed to counter this
- Mixed messages around the impact of the legal dissolution on, in this case, the PTE's staff

Common pitfalls to avoid

- Trying to create organisational policies which are a combination of the two organisations existing policies rather than 'best in class'
- A reluctance to support and utilise new governance structures and cultures

Workstream 3: Legal, governance and compliance - Learning from industry best practice (1 of 2)

Before commencing the work packages outlined below, it is important that the end goal of each work package is agreed and that industry best practice is utilised to ensure that common pitfalls are avoided. Lessons learned and key factors for success from similar integrations are described below at a work package level

Work package	Key factors for success based on industry best practice
 Statutory order	 <p>A decision must be agreed at the start of programme planning on the overall programme approach regarding legal dissolution. Best practice suggests that programme activity should commence as early as possible and should not be dependent on the legal dissolution date to begin.</p>
 Constitution activity	 <p>Clear timelines need to be put in place regarding the changes that will need to take place regarding the constitution. Standing orders should also be reviewed and necessary changes made when possible.</p>
 Corporate assurance and governance procedures	 <p>A single set of corporate assurance and governance procedures must be in place across the future organisation. There is often a number of dependencies here with changes that will be made to the future operating model (and subsequent organisational structure) of the future organisation.</p>
 Decision making	 <p>Not to be confused with the day to day decision making within services, a streamlined version of existing boards and committees will need to be established to reflect the changes at organisational level. Existing boards and committees should be mapped and changes implemented before formal integration. These changes should be communicated closely to workstream 1 to ensure any relevant changes are reflected to governance changes across the services.</p>

Workstream 3: Legal, governance and compliance - Learning from industry best practice (2 of 2)

Before commencing the work packages outlined below, it is important that the end goal of each work package is agreed and that industry best practice is utilised to ensure that common pitfalls are avoided. Lessons learned and key factors for success from similar integrations are described below at a work package level

Work package	Key factors for success based on industry best practice
 Risk management	 <p>A new, single risk management strategy and approach will need to underpin the future organisation. This should be driven by a series of agreed risk management principles that are agreed amongst senior stakeholders before a detailed strategy is developed.</p>
 Information governance	 <p>Linking closely to workstream 5 (IT) a consistent approach to information governance must be adopted to ensure data protection and security is in accordance with GDPR and other regulations associated with data.</p>
 Organisational policies	 <p>A single set of organisational policies should be in place. Depending on the amount of change from existing policy arrangements, a staggered approach may be needed to ensure the most critical policies are implemented and adopted ASAP.</p>
 Contracts and licenses	 <p>A full breakdown of the changes that will be required to the existing contracts across both organisations needs to be understood, with correct steps being taken to ensure they are valid under the future organisation. This will also be the case with licenses and there may be a need to work closely with IT around this.</p>

Workstream 4: Communications and marketing - what does good look like?

Accountable: Stephen Batey **Workstream Lead:** Daniel Wright **Other team members:** Darshana Dolakia, Nici Pickering

Workstream summary and overall objective

This workstream is responsible for the completion of all activities associated with communicating the integration programme (both internally and externally) at the correct times and the development of a single organisational brand. Stakeholders, residents and communities must be clear on the changes that will be taking place and how this may impact them. The integration provides a great opportunity to develop a strong, single brand across the region and beyond. This workstream will:

- Develop a robust external communications plan that provides regular updates to those outside of the organisation where appropriate
- Implement new, consistent branding that can be bought into by all to solidify the two organisations integrating as one

What will good look like following the completion of this workstream?

Consistency regarding comms and brand strength are absolutely essential for the future organisation. On completion the following should be in place:

External stakeholders are well informed on the integration programme and how it impacts them.

Internal stakeholders and staff are bought into the integration programme due to a robust internal communications strategy.

Self serving content has been refreshed, reducing unnecessary contact between public and the future organisation.

There is a **single, consistent brand** for the future organisation that reflects the organisations vision and values.

Considering best practice



Success factors

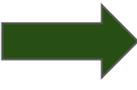
- Starting by the articulation of the future vision and breaking down how that impacts different stakeholders or groups
- A clear comms strategy that includes the 4 components:
 1. A method to track metrics across the change programme
 2. Identifying change 'champions' across the business to advocate the changes
 3. Audience mapping to establish the different milestones and how each of those impact different audiences
 4. Consistent messaging to maintain momentum

Issues faced by others and common pitfalls

- A lack of tailored communications to different audiences
- Communications that are not developed around the programme milestones
- Not starting with the articulation of the vision

Workstream 4: Communications and marketing - Learning from industry best practice (1 of 2)

Before commencing the work packages outlined below, it is important that the end goal of each work package is agreed and that industry best practice is utilised to ensure that common pitfalls are avoided. Lessons learned and key factors for success from similar integrations are described below at a work package level

Work package	Key factors for success based on industry best practice
 <p>Formal name</p>	 <p>The future organisation needs a single, concise name that accurately reflects both the purpose of the organisation and the role it plays for the region. Best practice indicates the sooner a decision on a name can be determined and approved the better as this may enable other activities to take place.</p>
 <p>Core brand</p>	 <p>A consistent brand provides a sense of belonging for all staff that will be part of the future organisation, but will also ensure external stakeholders, residents and communities are clear on the role and responsibilities of the future organisation.</p>
 <p>Customer facing marketing</p>	 <p>Although this is not marketing the future organisation, organisations who grasp the opportunity to increase their exposure (particularly through international and / or targeted campaigns) may realise a number of benefits that align to organisation or service objectives (e.g. Investment services).</p>
 <p>External communications</p>	 <p>As is the case with internal communications, a clear plan for external communications needs to be developed. Organisations are continuously looking for new ways to reach their audience, particularly through digital channels and this is something that needs to be considered in any integration programme.</p>

Workstream 4: Communications and marketing - Learning from industry best practice (2 of 2)

Before commencing the work packages outlined below, it is important that the end goal of each work package is agreed and that industry best practice is utilised to ensure that common pitfalls are avoided. Lessons learned and key factors for success from similar integrations are described below at a work package level

Work package

Key factors for success based on industry best practice



Website development and integration



A new website that is modern and user friendly will help stakeholders, residents and communities to interact with the future organisation. It should also be recognised that the alignment or transformation of internal intranets will go along way of embedding a single culture across the future organisation.



Internal communications



An internal communications strategy that incorporates a clear communications plan for how stakeholders and staff will be engaged throughout the integration programme is central to this. This should include a range of features such as audience segmentation, metric application and different approaches to engaging with staff.

Workstream 5: Information technology - what does good look like?

Accountable: Gareth Sutton **Workstream Lead:** Andy Dickinson **Other team members:** Nick Brailsford

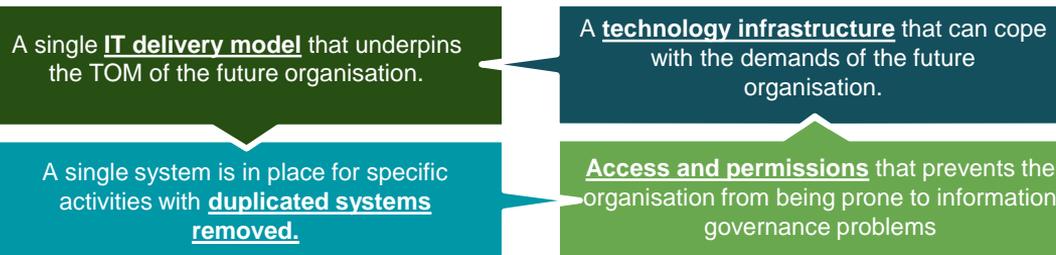
Workstream summary and overall objective

This workstream is responsible for the completion of all of the required technology and digital change that must take place to underpin the future activity of services across the organisation. The integration of existing technology or the implementation of new technologies will need to take place once business and system requirements are understood. This workstream will:

- Implement a single, consistent IT delivery model that enables future ways of working
- Implement the required changes regarding technology across the organisation in relation to the future operating model of the organisation and services
- Implement the required changes that ensure information governance procedures are adhered to and followed

What will good look like following the completion of this workstream?

Although technology activities have a large number of interdependencies with other workstreams, on completion the following will be in place:



Considering best practice



Success factors

- A phased approach to technology integration: Identify the critical services that are required to function and prioritise the activities for these over the 'nice to have's'
- Realistic timescales considering some workstream activity will be dependent on the completion of other workstream activity

Issues faced by others

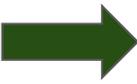
- Attempting to 'mash' together different systems: This often reduces the quality of support and causes issues long term
- Unclear requirements from others: This often causes delays and issues that lead to bugs or issues on go live

Common pitfalls to avoid

- Unrealistic timescales
- A lack of specialist skills for specific components of the workstream (e.g. Developers)

Workstream 5: Information technology - Learning from industry best practice

Before commencing the work packages outlined below, it is important that the end goal of each work package is agreed and that industry best practice is utilised to ensure that common pitfalls are avoided. Lessons learned and key factors for success from similar integrations are described below at a work package level

Work package	Key factors for success based on industry best practice
 Identity change and digital branding	 <p>The external website must be user friendly whilst reflecting the changes and requirements outlined by other workstreams. Internal system changes (such as the intranet) should also be fully accessible for all with extensive UAT taking place prior to go live.</p>
 IT storage	 <p>Access and permissions to potentially sensitive information must be based other factors across the programme such as organisation structure (workstream 1) and subsequently information governance decisions (workstream 3).</p>
 IT systems	 <p>Duplicated systems are identified quickly, with a phased approach often adopted due to the time it takes to integrate or procure technology. Often externally facing technology components are prioritised, particularly customer based services.</p>
 Licensing	 <p>Licenses should be procured and renewed through the single, future organisation when it is possible to do so, with licenses that are currently in place can be mapped early to ensure forward planning of any potential complex changes that need to happen further into the programme.</p>

5. The current state of the programme and next steps

The current state of the programme (1 of 4)

The below table describes the current state of the MCA Integration programme against the 6 success criteria outlined previously. It then describes what next steps need to be taken to improve the RAG ratings and ensure that the programme continues to progress successfully:

Success Criteria	Current RAG	Current State Description	Actions to be taken by programme or specific workstream
Developing a clear, programme wide plan		A clear, programme plan has been developed including initial risks and dependencies. This has been developed with workstream leads who will own the plan going forward.	<ol style="list-style-type: none"> 1. Ensure that the programme plan is utilised as a benchmark for reporting into steering group and programme board 2. Ensure the plan and the dependencies in it are regularly updated and stakeholders kept informed 3. Workstream 1: Detailed plan in development but there has to be confirmation on the level of detail that will be applied to TOM activity. There is a major difference between high level design (MVP to ensure services can complete the required activity) and detailed service design (development of gold standard service).
Implementing clear and efficient governance		A governance structure has been implemented which should provide assurance and challenge to the programme. However, programme board is yet to meet and it is vital to the success of the integration that the experience of those in attendance at programme board is used to mitigate risk and drive the programme forward	<ol style="list-style-type: none"> 1. Rigorously enforce the governance which has been set up. Risk logs and highlight reports need to be read and acted on by senior leadership 2. Ensure that programme board does not become a 'rubber stamping' body. It should be providing challenge to the programme, mitigating risks and making key decisions throughout 3. Ensure workstream leads taken ownership of steering group and use that forum as it is intended to be used

The current state of the programme (2 of 4)

The below table describes the current state of the MCA Integration programme against the 6 success criteria outlined previously. It then describes what next steps need to be taken to improve the RAG ratings and ensure that the programme continues to progress successfully:

Success Criteria	Current RAG	Current State Description	Actions to be taken by programme or specific workstream
Clear accountabilities and responsibilities		Responsibilities and accountabilities have been defined. There is still a lack of understanding within the organisation regarding what this means practically. Particularly for workstream leads. This will become more apparent as the programme develops	<ol style="list-style-type: none"> 1. Ensure that the accountabilities and responsibilities within the governance structure are communicated with all involved 2. Ensure that the accountabilities and responsibilities within the programme are stuck to and enforced by programme leadership
Clarity of vision and narrative with partners		A clear vision has been laid out for how the future MCA organisation will operate. This vision is now being translated into the future operating model for the organisation	<ol style="list-style-type: none"> 1. This vision needs to be actively referenced throughout the new Target Operating model and operationalised 2. The vision needs to be successfully communicated to staff and key stakeholders as part of the internal communications plan. This must be broken down in a way that considers the different stakeholders and groups so everyone can buy into the vision by understanding both their individual and collective purpose

The current state of the programme (3 of 4)

The below table describes the current state of the MCA Integration programme against the 6 success criteria outlined previously. It then describes what next steps need to be taken to improve the RAG ratings and ensure that the programme continues to progress successfully:

Success Criteria	Current RAG	Current State Description	Actions to be taken
Ensuring resource capability aligns to programme activity		Workstream leads have been assigned to each workstream, who have some specialist knowledge around the relevant areas. Below the workstream leads there have been resources identified to complete activities but some skills gaps have been identified and some posts are waiting to be filled	<ol style="list-style-type: none"> 1. Any gaps in skills should be met via recruitment internal and external. Steering Group and Programme board should use their expertise to identify and challenge skills gaps 2. Steering Group and Programme Board should be used to continually review whether the workforce in place have the correct skills to further the project and mitigate this risk if not 3. Workstream 3: Capability gap around risk management strategy and other work packages. A similar approach to that adopted by workstream 1 may be required (interim support). 4. Workstream 4: Undertake recruitment as there is an absence of skills for the redesign and build of future organisation website 5. Workstream 5: Undertake recruitment. Developers are required to actually build the future organisation website. System architects will also be required during system integration.

The current state of the programme (4 of 4)

The below table describes the current state of the MCA Integration programme against the 6 success criteria outlined previously. It then describes what next steps need to be taken to improve the RAG ratings and ensure that the programme continues to progress successfully:

Success Criteria	Current RAG	Current State Description	Actions to be taken
Ensuring resource availability		Resources have been identified but already there have been concerns raised about the ability of identified resources to complete the work alongside BAU and some posts need to be filled. Senior posts (workstream leads etc) need to have the required time to dedicate to fulfilling governance duties and currently this represents a major risk	<ol style="list-style-type: none"> 1. Assess whether senior governance roles (workstream leads and above) have the time to dedicate to ensuring the programme receives adequate oversight. If they do not, mitigating actions must be taken as a priority 2. Recruit vacant posts and regularly report progress around recruitment to board 3. Workstream 2: Recruitment activity planned to help spread workload and release other capacity 4. Workstream 5: Recent number of resignations in the IT service will increase pressure on remaining staff to balance BAU activity and integration activity. Proposal to align existing skills to workstream activity and bring in temporary support for completion of BAU tasks.

What are the key milestone across the programme?

Each workstream has identified a range of different milestones that will need to be achieved across the course of the programme to ensure a successful integration. Although all of these milestones are important, there are a number of significant ones that will be critical across the course of the programme. These have been outlined below:

Workstream	Work package	Milestone	Proposed completion
Workstream 1: The future organisation and HR	TOM development & design	Full TOM embedded for 22/23	March 2022
	Culture, behaviours & values	Future cultural blueprint defined	September 2021
Workstream 2: Finance and assets	Finance	New financial regulations developed	December 2021
Workstream 3: Legal, policy and compliance	Statutory order	Official dissolution of the PTE	1st April 2022
Workstream 3: Legal, policy and compliance	Constitution activity	Changes made to MCA constitution to reflect integration post parliament decision	January 2022
Workstream 5: IT	IT storage	All storage changes implemented	November 2021

What key components need to be considered when designing the future organisation as part of the next steps

COVID-19 has emphasised that services will need to transform and adapt to new demands from residents and communities. Critical to new ways of working and how different services and functions operate are 3 key components that together, will significantly transform 'how' functions deliver their services whilst improving the quality of service provision. Outlined below, these 3 key components will need to be considered throughout this integration in the following ways: These 3 key components are:

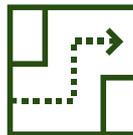


Access and utilising data

Organisations have access to a significant amount of data that should be used to drive decision making and tailor service provision to resident and community needs.

Application to the programme:

A clear data strategy should be developed as part of the future operating model. This could either be a component of the future IT function, however best practice suggests dedicated expertise towards data and insight development would significantly improve the use of data across the organisation.



Using efficient technology

To access and use data effectively, the correct technology needs to be in place. Organisations need to evaluate the use of existing technology and identify new technologies that may be of benefit (e.g. Artificial intelligence).

Application to the programme:

Workstream 5 will be focused on completing the required technology integration but consideration needs to be given by workstream 1 as technology will be a key component of the TOM for services. Consideration must be given to any new technology that needs to be implemented alongside the integration of existing technology.



Considering organisational boundaries

Considering who is best equipped to deliver services in the future will be critical for removing duplicated effort and ensuring collaboration between teams and organisations.

Application to the programme:

Workstream 1 will play a critical role in developing 'what' services will be provided by the future organisation and the TOM which considers the 'how'. The integration provides a unique opportunity for the organisation to develop a new TOM, starting with defining exactly what the service aims to deliver.

Appendix 1. Confirming the preferred integration option

Option 1- Progress soft alignment activity but wait until the statutory order to maximise integration

Overview: Option 1 would involve undertaking some initial up front alignment activity (such as the Finance integration already undertaken), but waiting until the statutory order passes until progressing the majority of the integration work. This would mean effectively 'lift and shifting' the SYPTE into the MCA and then progressing the alignment work, once the legal dissolution has been completed.

Advantages of this option



This option would mean less short term workarounds for statutory reporting functions, as this would be kept separate until the statutory order. This would also lead to less immediate impact on the SYPTE team



This option would involve working to a set date for the statutory order passing. This milestone could simplify communications

Disadvantages of this option



This option would ultimately lead to a slower pace of integration, pushing back benefits realisation for Sheffield City Region



'Lifting and shifting' before integration can often lead to organisations struggling to align. Creation of a truly joint team tends to work best, when completed up front



A delay in informal integration may lead to change fatigue setting in amongst staff, making cultural integration more difficult. This would reduce the opportunities of integrating the organisations

Summary- Option 1 is likely to lead to a slower pace of integration, and in other, similar programmes of work, this has often led to organisations struggling to create 'one culture' within the new organisation. Even though this option would give the MCA more time to plan the integration and reduce the need for workarounds, it is likely to lead to reduced benefits in both the medium and long term.

Option 2- Maximise integration to the extent permissible in advance of the statutory order

Overview: Option 2 would involve maximum possible integration between the MCA and the SYPTTE taking place in advance of the statutory order being granted by parliament. This would involve a substantial amount of integration of teams and processes, with the legal process and alignment of some regulatory functions to be fully completed following the statutory order.

Advantages of this option



This option would lead to the quickest possible integration, allowing the teams to function as one in the shortest time scale



Similar programmes of work have shown that moving at a quicker pace and starting work as one combined team leads to cultural change being adopted more successfully



This option is less reliant on the date of the legal dissolution (which is out of SCR's hands), as many of the benefits will already be realised by this point

Disadvantages of this option



This option would involve implementing workarounds and duplicating some reporting processes for the two organisations, prior to becoming legally integrated. These workarounds would then need to be discontinued once the SYPTTE is dissolved



There is a chance that the integration process could become rushed, if a parliamentary date was granted before summer recess (this is currently unlikely)

Summary- Option 2 will lead to one integrated team being created in the shortest timescale. This should lead to improved communications around the change and to an improved process for particularly SYPTTE staff. This option would require some short term workarounds to be implemented to allow for legal reporting and other statutory functions

Recommendations

Recommended option

Following the options appraisal on the previous two slides, it is recommended that **Option 2- Maximise integration to the extent permissible in advance of the statutory order** is followed, as per SCR's existing thinking. The rationale for this being that based on best practice from other integration programmes, it is important to integrate teams as quickly as possible and to avoid 'lifting and shifting' if possible. This will increase the ease of creating 'one team' between SYPTE and MCA staff, realising the benefits of integration.

Next steps



Continue and step up activity associated with option 2

Activity to implement option 2 and full integration programme should be developed around this approach. Workstreams should be confirmed and work packages aligned appropriately to ensure there is a clear structure in place for the programme. Governance should also be established to monitor progress and manage risk.



Workstream and work package development

Each workstream should prioritise their work packages as follows:

1. **Immediate priorities**
2. **Pre informal integration** (activities to be completed before informal integration takes place)
3. **Pre legal integration** - Activities that need to be completed before legal integration but not before informal integration
4. **Post integration** - Remaining work that needs to be completed post legal integration

Appendix 2. Full governance arrangements

Introduction and proposed governance structure

Introduction

The following lays out the proposed governance structure for the governance structure of the MCA/ SYPTE integration programme of work. This structure is based on best practice from similar integration programmes and builds on work already undertaken by the MCA. This document also includes the terms of reference for the two governance boards

Programme Board

To enable the success of the programme, a separate, dedicated monthly management team meeting will meet as the 'Programme Board' with accountability and ownership of the whole integration programme. This board will consist of attendees at director level accountable for the delivery of the programme, acting as an escalation point and making key programme decisions

The Integration Steering Group

Underneath the Programme Board, will sit a group which will be responsible for delivery, constructive challenge and support. This Steering Group will be responsible for the success of, communications around and providing constructive challenge to the integration programme and the individual workstreams within. It is vital that members of this group are able to dedicate sufficient time and resource to driving progress and understanding the challenges that this integration programme will face. This group will meet fortnightly

PMO Support

The MCA/ SYPTE Integration programme will utilise a very small, central PMO to ensure that there is joined up reporting across the programme, to enable the Programme board and Steering group to receive accurate information, on which to base decisions. All documentation and updates shall be submitted using digital methods, greatly reducing the workload of the PMO.

Programme initiation RACI

Introduction

The following RACI matrix tables identify the person/group responsibilities for each of the steps/tasks required throughout the MCA/ SYPTE integration programme for a successful and effective integration.

RACI tables are a simple well established way of seeing what level of responsibility each role has. The letters stand for:

R = Responsible (gets the job done)

A = Accountable (answerable for the programme's success)

C = Consulted (supports, has the information or the capability required)

I = Informed (notified, but not consulted)

Programme Initiation

Task	Programme Board	Steering Group	Workstream leads	PMO
Sponsoring the programme	A			
Confirm the steering group attendees	A	R	C	
Produce the programme governance arrangements	A	R	C	I
Develop the workstream plans		C	A,R	I
Develop the workstream overviews		C	A,R	I
Develop the overall programme plan		A		R

Programme initiation RACI

Task	Programme Board	Steering Group	Workstream leads	PMO
Identify wider stakeholders	A	R	C	I
Develop initial vision	A	R	C	I
Weekly workstream updates			A, R	I
Managing workstream risks			A, R	I
Consolidation of overall highlight reports				A, R
Providing challenge to progress		A, R	I	
Escalation of key issues		A, R	I	
Managing of programme level risks	A	R		
Sign off of final deliverables	A, R	C	I	
Sign off any future projects	A, R	C	I	
Agree project completion	A, R	C	I	
Communication of change		A, R	C	I

Introduction and purpose of the Programme Board

Overview and Purpose

To enable the success of the programme, a separate, dedicated monthly management team meeting will meet as the 'Programme Board' with accountability and ownership of the whole integration programme. This board will consist of attendees at director level accountable for the delivery of the programme, acting as an escalation point and making key programme decisions

Objectives

The key objectives of the Programme Board are:

- ❖ To act as an escalation point for key programme decisions
- ❖ To obtain buy in and support for the programme from key stakeholders and leaders
- ❖ To hold accountability for delivery of the agreed benefits
- ❖ To ensure that the Integration Steering Group is performing its role effectively
- ❖ To use the experience within the leadership team to provide assurance to the Integration programme

Key tasks

The key tasks of the Programme Board are:

- ❖ To make key decisions as highlighted by the Integration Steering Group
- ❖ To engage with key stakeholders and to ensure their buy in, into the programme
- ❖ Mitigate key programme risks as highlighted by the Integration Steering Group
- ❖ Provide top level assurance to the programme
- ❖ To ensure alignments with the MCA's wider strategic objectives

Programme board attendees

Below, are featured the attendees of the Programme Board, alongside their role within the group:

Proposed attendee	Role
Dave Smith	Chair
Ruth Adams	Attendee
Stephen Edwards	Attendee
Gareth Sutton	Attendee
Helen Kemp	Attendee
Martin Swales	Attendee
Stephen Batey	Attendee
Steve Davenport	Attendee

**In addition to the above, a PwC representative will be in attendance to take minutes and actions for an agreed period*

Board working arrangements

The working and reporting arrangements for the Programme Board will be as follows:

- ❖ The board will meet monthly with a date agreed at least one month in advance
- ❖ Exceptional meetings may also take place, if requested by the Integration Steering Group and agreed by the board members
- ❖ The PMO team will aim to provide agenda for consideration at least 5 working days in advance
- ❖ The Programme Board will be presented with a set of reports and escalations from the Steering Group on which decisions are required
- ❖ Where possible these reports will be presented in a digital manner to match the rest of the programme governance
- ❖ Each meeting will feature an official decision log in which all decision made by the board including formal approvals/ rejections will be recorded. This decision log will be circulated around all attendees as well as the Steering Group within 10 working days
- ❖ Where possible these decisions will be made available to wider stakeholders to ensure that the programme is as transparent as possible
- ❖ These reporting and working arrangements will be reviewed every three months to ensure that they are fulfilling their purpose. If the board decides that these need to be updated, then these Terms of Reference will be updated
- ❖ Board attendance will also be reviewed every three months to ensure that the correct people are in attendance. Some guest attendees may be invited to the board if formally agreed by the board at the previous meeting

Introduction and purpose of the Integration Steering Group

Overview and Purpose

Underneath the Programme Board, will sit a group which will be responsible for delivery, constructive challenge and support. This Steering Group will be responsible for the success of, communications around and providing constructive challenge to the integration programme and the individual workstreams within. It is vital that members of this group are able to dedicate sufficient time and resource to driving progress and understanding the challenges that this integration programme will face. This group will meet fortnightly

Objectives

The key objectives of the Integration Steering Group are:

- ❖ To hold responsibility for delivery of the agreed benefits
- ❖ To obtain buy in from stakeholders across the MCA and SYPTE at all levels
- ❖ To provide challenge to the programme
- ❖ To ensure programme board are briefed at an appropriate level in order to allow them to make key decisions when required

Key tasks

The key tasks of the Integration Steering Group are:

- ❖ To actively challenge and understand the progress of the programme
- ❖ To review risks and issues highlighted by the programme highlight reports
- ❖ To escalate risks and key decisions to the Programme Board when deemed appropriate
- ❖ To work with the project leads to ensure identified benefits are delivered
- ❖ To review dependencies across the programme
- ❖ To review and suggest improvements to MCA wide communications regarding the programme

Integration Steering Group attendees

Below, are featured the attendees of the Integration Steering Group, alongside their role within the group:

Proposed attendee	Role
Ruth Adams	Chair
Tim Taylor	SYLTE representative - independent challenge
Jacqui Barker	Workstream lead - The future organisation and HR
Gareth Sutton	Workstream lead - Finance and assets
Claire James	Workstream lead - Legal, policy and compliance
Daniel Wright	Workstream lead - Branding and Marketing
Andy Dickinson	Workstream lead - IT
PwC representative	Minute taker

**In addition to the regular attendees above, additional attendees may be asked to attend should a specific agenda item require additional attendance.*

Board working arrangements

The working and reporting arrangements for the Steering Group will be as follows:

- ❖ The group will meet fortnightly with a data agreed at least one week in advance
- ❖ The PMO team will aim to provide agenda for consideration at least 2 working days in advance
- ❖ The Integration Steering Group will be sent the weekly highlight report by the PMO team, which will include updates from each individual project
- ❖ These reports will be presented in a digital manner to match the rest of the programme governance
- ❖ Each meeting will feature an official decision log in which all decision made by the group including formal approvals/ rejections will be recorded. This decision log will be circulated around all attendees within 5 days
- ❖ Where possible these decisions will be made available to wider stakeholders to ensure that the programme is as transparent as possible
- ❖ Any escalations for programme board will be circulated to all programme board members, following these meetings
- ❖ These reporting and working arrangements will be reviewed every three months to ensure that they are fulfilling their purpose. If programme board decide that these need to be updated, then these Terms of Reference will be updated
- ❖ Steering group attendance will also be reviewed every three months to ensure that the correct people are in attendance.
- ❖ Some guest attendees may be invited to the group if formally agreed by the group at the previous meeting