

Called Together Programme Board Terms of Reference

Purpose

The purpose of the Programme Board is to govern, hold to account and support the Called Together Programme, which includes the entirety of our Diocesan Strategy. This comprises over £23 million in investment across four strategic workstreams, multiple funding sources and other strategic areas of work. Given the complexity of phasing, localised delivery, and strategic interconnections, the Board:

- ensures that the programme remains aligned with diocesan priorities and delivers intended benefits within a coherent governance and delivery framework
- ensures that the missional intentions, outcomes and outputs of the Called Together programme are being delivered and reported in line with agreed plans by managing sequencing, interdependencies, and underpinning themes (e.g. safe and healthy cultures, parish readiness) are governed in a considered manner
- reports Called Together progress, impact, risks and issues to Bishop's Council, and ensures communication with funders and partners.

Principal Aims

1. To hold ownership of the Called Together Programme for the diocese, including monitoring and evaluating progress, resolving issues, making decisions and receiving outside challenge.
2. To ensure that the 4 workstream projects (Children and Young People, Revitalise, Missional Leadership Development, and Missional Development Places) and other strategic areas of focus, are functioning effectively and reporting regularly.
3. To monitor the key targets of the Called Together Programme and progress towards achieving the defined outcomes.
4. To review and approve any significant changes to the programme.
5. To ensure alignment between the Called Together Programme and the strategic principles and ambitions of the Diocese of Rochester.
6. To ensure safe and healthy cultures are embedded across all areas of diocesan life.

Responsibilities

The Programme Board ensures that the programme delivers its intended outcomes and benefits in line with diocesan priorities. It approves the overall programme plan, sets priorities, and monitors progress to ensure the programme remains viable and deliverable.

The Programme Board provides governance and assurance by tracking performance against the agreed plan, approving the programme risk profile and thresholds, and escalating significant risks and issues to Bishop's Council when required.

It also resolves strategic issues and manages interdependencies between workstreams to maintain programme stability by monitoring and responding to complexity within the programme, including projects at different stages of delivery, overlapping timelines, and cross-stream dependencies that affect strategic coherence or resource allocation.

The Programme Board ensures decisions reflect the dynamic and evolving nature of the portfolio, balancing strategic oversight with operational agility. The Programme Board commissions an annual progress review, a mid-term evaluation at Year 3, and a final evaluation at Year 5. The Programme Board ensures that the findings of reviews/evaluations are acted upon, and learning is embedded.

The Programme Board provides financial oversight including

- approval of the programme budget
- monitoring expenditure to ensure resources are used effectively and within agreed limits
- review and approval of budget variations requested by the programme or workstream projects, at the same time ensuring any changes to scope, timelines, risks, and benefits align with objectives.

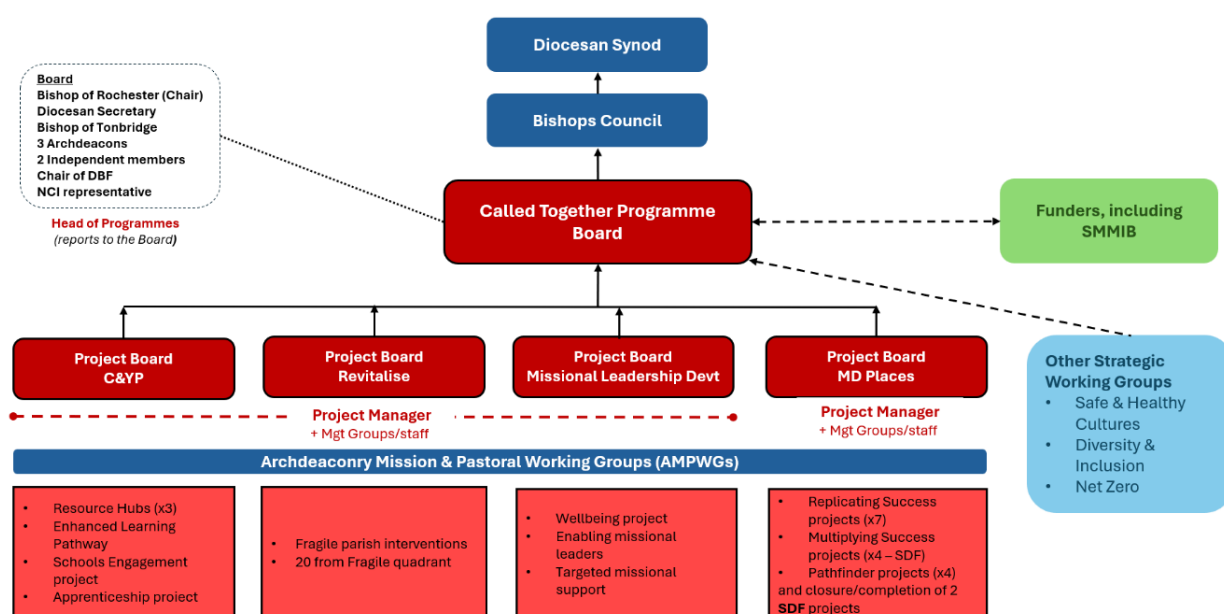
The Programme Board reports regularly to Bishop's Council, the national Strategy & Vision team and other funders providing updates on impact, progress, risks/issues and key decisions.

Meetings and Decisions

- The Chair of the Programme Board is the Bishop of Rochester. If he/she is unable to be present at a Programme Board meeting, then either the Bishop of Tonbridge or the Diocesan Secretary will Chair that meeting.
- Programme Board meetings are convened by Diocesan Officers on at least a quarterly basis. Meetings take place in person. If necessary, online access is made available to those unable to attend in person.
- Decisions are made by consensus as determined by the Chair; there is no quorum requirement.
- Programme Board meetings deal with specific issues that arise. If a significant challenge or issue needs to be addressed urgently, then an additional meeting or virtual conference call may be scheduled, or the matter may be addressed through group emails.
- The Programme Board is supported by a portfolio-level delivery view (dashboard/heatmap), enabling it to review and respond to project-level variance, cross-workstream risks, and thematic learning. Each meeting prioritises strategic integration, sequencing, and value realisation across the programme's full portfolio.
- The Programme Board agenda is adapted each quarter to reflect delivery phase, complexity, and external deadlines. Routine agenda items include:
 - Opening Business
 - Strategic Delivery Heatmap
 - Portfolio Progress Summary
 - Interdependencies and Integration
 - Thematic Deep Dive (*rotating*)

- Financial Headlines
 - Evaluation & Learning
 - Safe and Healthy Cultures
 - Strategic Risks
 - Governance & Stakeholder Communications
 - AOB / Next Steps
- Reports to meetings include financial updates, delivery status summaries, strategic risks, and key decisions taken or escalated. The Head of Programmes and Diocesan Secretary ensure coordination of reporting with the Diocesan governance calendar and funding obligations. The Programme Board provides structured reporting and assurance to key diocesan and national bodies, including:
 - **Bishop's Council:** reporting biannually, for strategic oversight, risk, and high-level decisions beyond the Programme Board's authority
 - **Diocesan Synod:** through formal updates as required, ensuring broader diocesan visibility and alignment with Synod-endorsed priorities
 - **Funders, including SMMIB (Strategic Mission and Ministry Investment Board):** to meet funder reporting requirements, including delivery progress, risks, and outcomes
 - The Head of Programmes ensures that Programme Board minutes are taken and distributed within 5 working days of a meeting.

Structure and Membership



The overall governance structure for the programme ensures relevant membership, leadership, and clear accountability from projects through programme to Bishop's Council and Diocesan Synod.

Each workstream has a Project Board tailored to its scope. Project Boards are responsible for delivery and will report quarterly to the Programme Board with updates on scope, timeline, risks, and budget.

Two Project Managers oversee the four workstreams – one for CYPF, Revitalise and Missional Leadership Development; the other for Missional Development Places (MDP includes ongoing SDF-funded projects). The Project Managers act as focal points for planning, financial management, risk management, monitoring and reporting. They work with project teams and officers to track delivery and report to Project Boards, which review progress, address risks, and make decisions.

The Head of Programmes oversees the whole programme, managing interdependencies and resolving conflicts. He/she reports to the Programme Board, which sets strategy, monitors progress and ensures alignment across workstreams.

Other sources will inform the Programme Board such as the Safe & Healthy Cultures Working Group.

Members of the Programme Board

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|---------------------------------|--------------------|
| Bishop of Rochester (Chair) | Jonathan Gibbs |
| Bishop of Tonbridge | Simon Burton-Jones |
| Diocesan Secretary | Matthew Girt |
| Archdeacon of Bromley & Bexley | Allie Kerr |
| Archdeacon of Rochester | Sandra McCalla |
| Archdeacon of Tonbridge | Nick Cornell |
| Chair of DBF | Stephen Smith |
| NCI representative | Dee Agyei |
| Head of Programmes | Tia Ndu |
| Independent external member (1) | To be determined |
| Independent external member (2) | To be determined |

Roles and Responsibilities

The Chair is responsible for ensuring that the Programme Board:

- Fulfils its responsibilities to the Bishop's Council, seeking approvals and/or delegated powers where necessary
- Works in a timely manner to take necessary decisions within its delegated authority
- Communicates progress and challenges to the Bishop's Council
- Subjects its decisions to appropriate scrutiny
- Refers decisions outside its authority to the Bishop's Council.

The Bishop of Tonbridge is responsible for:

- Supporting spiritual oversight
- Ensuring connection between the programme and wider mission of the Diocese

The Diocesan Secretary is responsible for:

- Providing executive leadership
- Ensuring operational alignment
- Budget oversight
- Acting as a senior point of accountability for delivery and risk management.

The Head of Programmes is responsible for successful delivery of the programme, including:

- Defining all elements of the programme, from purpose through to risks and outcomes
- Planning and designing the programme and proactively monitoring its overall progress, resolving issues and initiating corrective action as appropriate
- Managing the programme budget, monitoring the expenditures and costs against delivery and realised outcomes
- Identifying programme/project skills and resources required, including professionals and specialist advisers, and enabling their appointment/acquisition
- Managing the programme team, suppliers and third-party contributions
- Managing communications with programme stakeholders
- Managing both the dependencies and the interfaces between workstreams
- Managing and reporting programme risks and issues in a timely manner
- Regularly reporting programme progress to the Diocesan Secretary and the Programme Board (and other key stakeholders, as appropriate).

The Archdeacons are responsible for:

- Communicating with, and providing assurance to, Bishop's Leadership Team
- Representing geographic, demographic, and pastoral interests
- Helping to interpret programme impact on local church contexts
- Acting as conduits for communication and feedback with archdeaconries.

Chair of Diocesan Board of Finance (DBF) is responsible for:

- Ensuring financial integrity
- Scrutinising value for money and strategic investment
- Supporting alignment with diocesan financial strategy
- Bringing fiduciary oversight to resource use.

The National Church representative is responsible for:

- Supporting with financial accountability, reporting and change requests
- Bringing learning and expertise from the national church and other dioceses
- Supporting the programme to understand its alignment to national church vision and strategy.

Independent external members (2) are responsible for:

- Providing strategic oversight and challenge
- Providing specialist sectoral expertise and insight not available internally
- Supporting objectivity in decision-making
- Ensuring the Board is outward-looking, connected to wider learning, and innovative approaches.

All board members are responsible for:

- Providing oversight and coordination of the portfolio of projects, to ensure effective delivery of strategic aims and objectives, achievement of outcomes and impact
- Maintaining a programme-level view of strategic priorities, ensuring that project decisions contribute to the wider diocesan vision and objectives
- Understanding and engaging with the challenges of the programme, including interdependencies between workstreams, varying project phases, and underpinning themes such as leadership development, culture and sustainability

- Preparing well for Programme Board meetings, contributing to discussions and supporting/challenging where necessary
- Working collaboratively to solve programme issues, overcome obstacles, maximise impact and ensure benefits realisation
- Maintaining confidentiality on sensitive matters of discussion within the Programme Board.

Review and Amendments

- These Terms of Reference are established at programme initiation, and may be amended in response to significant structural, strategic, or funding changes affecting the Called Together Programme.
- Amendments are recommended by the Programme Board for approval by the Bishop's Council and then shared with other key stakeholders for alignment and assurance.