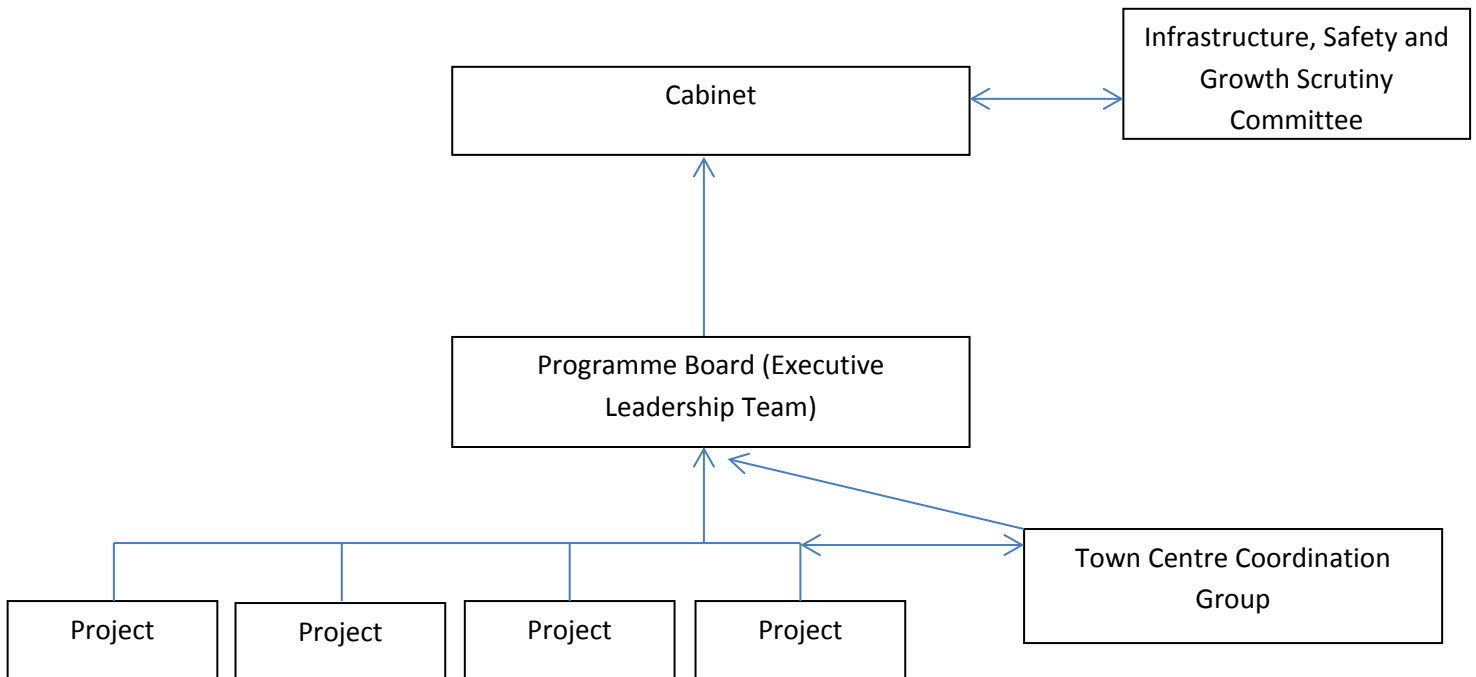


## Corporate Governance Structure for Town Centre Projects

The following structure is suggested in order to deliver a coordinated and robust approach to programme and project management of Council led activities that will benefit the Town Centre.



The Governance structure is comprised of 5 component parts designed to ensure delivery of projects is coordinated, resourced, authorised and scrutinised appropriately.

### Roles, Responsibilities and Representation:

Each component part of the governance structure has its own role to play in delivery activity to support the Town Centre. Below details the role of each group, its responsibilities and the officers that will attend.

#### 1. Projects

##### Roles and responsibilities:

- To deliver specific, agreed projects that contribute to and form part of the Town Centre Strategy.
- Work to an agreed scope, timescale and budget.
- Project leads to regularly attend Town Centre Coordination Group
- Project leads report to programme board when required
- Project leads attend Programme Board when required
- Project managers to manage and oversee all day to day aspects of the project.

- All projects will have an end of project evaluation which will be reported to the programme board

**Representation:**

- Projects will have an agreed Lead Officer from TBC nominated by Coordination Group or Programme Board dependent upon scale, who will be responsible for the project.
- Project managers will be assigned based on capacity, skills and experience when needed
- Project teams will be formed of the most appropriate officers based on capacity, skills and experience, and relevant external partners e.g. County Council, Police, LEP, architects, project managers etc.
- Project support will be provided dependant on the scale of the project.
- Project assurance will be provided by the Programme board or a dedicate resource from Audit or an internal peer, dependant on the scale and complexity of the project.

**Frequency and duration of meetings:**

- As required by the project.

**2. Town Centre Coordination Group (CG)**

**Roles and Responsibilities:**

- To have a strong awareness of all activity taking place in the Town Centre.
- To be a central point for sharing good practice and intelligence.
- To keep officers up to date on projects progress.
- To work together and coordinate activity on business as usual town centre related services e.g. events programme
- To ensure key account management takes place and assign officers
- To identify, design and scope out projects for approval by programme board, through the creation of a Project Brief and Project Inception Document.
- To identify key internal officers to Lead projects and be involved in projects.
- To have a permanent presence on the Programme Board in a non-decision making capacity, through the Chair and Vice Chair.

**Representation:**

- The CG will have a designated Chair and Vice Chair (to rotate on an annual basis).
- The CG will have a designated Business Support Officer to coordinate meetings / agendas / minutes and relevant documentation
- Attendance by relevant TBC officers only. All service areas that have an involvement in the Town Centre should be represented where appropriate.
- External Officers to be an exception and on an invite basis only.
- Project Leads will be expected to attend for the life of their project if different to existing attendees.
- Programme Manager to attend

**Frequency and duration of meetings:**

- Every 6 weeks - 2 hours maximum.

**3. Programme Board (PB)****Roles and Responsibilities:**

- To approve, decline or defer projects proposed by the CG.
- To agree and define a three year rolling programme of projects for the Town Centre that are primarily being delivered by TBC.
- To be aware of progress against Programme and projects being delivered.
- To be aware of Town Centre projects that are primarily being delivered by partners other than TBC and agree TBC resource support.
- To own and Lead on the delivery and implementation of the Town Centre Strategy
- To monitor and be responsible for the status and risks of all projects in delivery.
- To identify opportunities for resources where required, particularly in terms of officer skill sets and collaborative budget setting.
- To allocate, approve, manage and identify relevant resources needed to successfully deliver a project.
- To review end of project evaluations and evaluate the success of projects with outcomes and learning disseminated learning throughout the authority.
- To approve change in scope of projects whilst in delivery or suspend or close projects based on risk, achievement of objectives or need for project.
- To report on progress through project leads or the programme manager on a quarterly basis to Scrutiny
- To annually report to Cabinet progress against the defined 3 year rolling programme.

**Representation:**

- Executive Leadership team.
- Programme Manager
- Project Leads where invited and or deemed necessary.
- Chair and / or Vice Chair of Town Centre Coordination Group
- External partners where invited and or deemed necessary
- The PB will have a designated Business Support Officer to coordinate meetings / agendas / minutes and relevant documentation

**Frequency and duration of meetings:**

- Quarterly – 2 hours maximum

**4. Cabinet****Roles and Responsibilities:**

- To approve and have oversight of the Town Centre Strategy
- To approve and have oversight of the 3 year rolling Programme of Projects
- To approve the deployment, reallocation of resources where required
- To receive reports from the ISG Scrutiny where appropriate

## **5. Infrastructure, Safety and Growth Scrutiny Committee**

### **Roles and Responsibilities**

- Scrutinise effectiveness of decisions by Cabinet regarding the Town Centre Strategy
- Scrutinise the 3 year rolling programme of projects.
- Receive quarterly updates on progress against the programme
- Call in individual projects for scrutiny where they are not performing against programme or PID
- Act as advisory / stakeholder