Tamworth
Borough Council

TAMWORTH FHSF – PROGRAMME BOARD AND DELIVERY TEAM TERMS OF REFERENCE

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PROGRAMME BOARD TERMS OF REFERENCE

1.0 The Programme Board has a strategic role that includes several responsibilities and accountabilities:

1.1 To provide overall strategic direction and guidance, ensuring that wider factors beyond the scope of the project (such as synergies with other council partners' projects/interventions) are taken into account including the engagement of any key council stakeholders not identified by the Programme Delivery Team

1.2 Ensures appropriate programme and project management systems, processes and procedures are implemented

1.3 Is responsible for the overall success of the programme (i.e. delivery of programme and project outputs and outcomes)

1.4 Approves the scope of the overall programme and projects as prepared by the Programme Delivery Team

1.5 Monitors the master programme and overall programme budget following approval from TBC Cabinet and Full Council respectively

1.6 Approves the expenditure of project budgets at key milestones including:

1.6.1 Appointment of consultant team to undertake the project design and planning process

1.6.2 Expenditure of costs associated with purchase of premises required for the completion of the FHSF Programme

1.6.3 To commence the tender for enabling, restoration and new build projects in line with financial guidance

1.6.4 To award contracts, in line with financial guidance, for the works related to enabling, restoration and new build projects;

so long as expenditure is within the overall Programme budget. Is responsible for the commitment of internal council personnel resources as required to successfully complete the projects

1.7 Signs off project plans at the completion of key design and tender stages including:

1.7.1 RIBA Stage 2 or ahead of planning application

1.7.2   RIBA Stage 3 or ahead of main contract tender exercise

1.7.3   Ahead of award of the main contract for the works

1.8   Signs off the completion of each project stage (as detailed in item 1.7) and authorises the start of the next stage (milestone gateway approval)

1.9   Resolves escalated issues from the Programme Delivery Team (i.e. which cannot be resolved by the Programme Manager)

1.10   Sets project change authority levels. It is proposed that the following authority levels apply for this programme of works once the main contract budget is set at the end of RIBA Stage 3;

1.10.1   Individual changes up to a cap of £10,000 net cost, but within the overall project budget can be authorised by the Programme Manager/Programme Delivery Team

1.10.2   Individual Changes up to a cap of £250,000 net cost, but within the overall project budget can be authorised by the Programme Delivery Team so long as the change is properly costed by the external cost manager and a record of the change particulars is kept along with its approval at the monthly Programme Delivery Team meeting

1.10.3   Individual Changes over £250,000 net cost but within the overall project budget, and which do not fundamentally change the scope of the programme/outcomes, require the authorisation of the Programme Board prior to the change being incorporated into the programme scope

1.10.4   Any Change which would require expenditure beyond the approved budget would need approval from Council as there is no reserve budget for the Programme beyond the approved budget

1.10.5   Expenditure of contingencies within the overall budget is deemed to be expenditure of the approved budget and therefore will be governed by the same authority levels as detailed in items 1.10.1-1.10.4

1.11   Monitors major changes to the project scope and duration, following Cabinet or Full Council approval, which require a revision of the approved planning application or will result in prolongation of the programme completion date beyond that date approved in the master programme at completion of RIBA Stage 2

1.12   Approves the key stakeholder and public engagement strategy and programme

1.13   Approves the Project End Reports

2.0   The Programme Board is composed of:

Chair. Chief Executive Officer

Executive Director Organisation

Section 151 Officer

Executive Director Communities

Assistant Director Growth & Regen and programme lead

Chief Executive Stoke-on-Trent and Staffordshire LEP

Chief Executive South Staffordshire College

Leader of the Council

3.0 The Programme Board meets monthly unless agreed between attendees that the meeting is not required for any reason. The Programme Board will however meet at a minimum of quarterly intervals.

3.1 Should an urgent decision be needed which requires input from Programme Board an ad-hoc exceptional circumstances meeting will be arranged between the Programme Manager, Chief Executive, Section 151 Officer and Leader to table the urgent issue only, the outcome of which will then be raised for full ratification at the following Programme Board meeting.

PROGRAMME DELIVERY TEAM TERMS OF REFERENCE

4.0 The Programme Delivery Team manages the delivery at the operational level, which includes the following responsibilities:

4.1 Develops and maintains relevant programme and project management documentation, including:

4.1.1 Programme and project plans (tasks, milestones and dependencies)

4.1.2 Programme and project budgets and spend profiles / cashflows

4.1.3 Action logs

4.1.4 Instruction forms

4.1.5 Risk logs

4.1.6 Request for change forms

4.1.7 Highlight Reports

4.1.8 Procurement and Fund Monitoring Evaluation Reports

4.1.9 Committee Reports

4.2 Manages the delivery of the programme, projects according to the scope, programme and budget agreed by the Board

4.3   Manages the expenditure of project budgets in line with approvals detailed at item 1.6 above and approves all other project expenditure within the overall approved budget.

4.4   Monitors and controls any change to the scope, budget and time at programme and project level and submits requests for change accordingly to the Programme Board in line with the change authority levels set out in item 1.10

4.5   Refers any issues to the Programme Board– an issue is a threat to the project objectives that has happened and cannot be resolved by the Programme Manager

4.6   Ensures risks are being tracked and mitigated as effectively as possible

4.7   Ensures effective communication between project leads, delivery partners and key stakeholders

4.8   Submits Quarterly Programme Progress Reports to the Board

4.9   Submits six-monthly progress reports to MHCLG or at any other such interval as required once the FHSF reporting requirements become clear

5.0   The Programme Delivery Team is composed of:

> Assistant Director: Growth and Regeneration
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> Assistant Director: Finance
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> Head of Economic Development and Regeneration
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> Programme Manager
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> Project Officer (s)
>
> External Lead Consultant
>
> TBC – Communications
>
> TBC – Administrative Support

With sub-team members who will be included in all minutes distribution and invited to meetings as required including:

> SCC – Highways
>
> TBC – Legal
>
> TBC - Planning
>
> TBC – Assets
>
> TBC - Street Scene
>
> TBC – Procurement

The intention of the Programme Delivery Team composition is that the core team members meet on a regular basis to update on the project progress and any key deliverables which require attention, and the sub-team members will provide ad-hoc support as required and will be continually updated on progress to allow them to input with their area of expertise where appropriate.

The Programme Delivery Team meets monthly with agendas set by the Programme Manager and minutes recorded by the elected minute taker. Project specific meetings will take place more frequently as required.

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