

Kings Dyke – Proposed Governance and Terms of Reference

Project Board - Overview

The Project Board leads delivery of the project within the remit given to it by the E&E Committee. It will be an Officer Board and will report regularly to E&E Committee and into the Member Advisory Group.

Summary Terms of Reference are as follows:

- a) To own and be accountable for the project. The Project Board is responsible for ensuring that the project is capable of delivering the scope and benefits specified in the Business Case.
- b) To take responsibility for all aspects of quality, expenditure and programme within the agreed limits set by E&E Committee.
- c) To commit resources within the remit set by E&E Committee.
- d) To provide direction to the Project Manager.
- e) To control the level of risk exposure and to own the resolution of risks and issues – escalating and updating E&E Committee on all red rated risks.
- f) To communicate with stakeholders external to the project.
- g) To authorise closure of the project.
- h) To assist with the post-project evaluation of benefits realisation.

Project Board - Terms of Reference

1.1 Purpose

The purpose of the Project Board is to provide oversight to the project, ensure appropriate governance, risk management and to provide assurance in accordance with the scope, budget and programme approved by the County Council's Economy and Environment (E&E) Committee. It will ensure that E&E Committee is kept updated and escalate any risks, issues or decisions that impact on these approvals.

1.2 Project Board - Main Duties

The main duties of the Project Board include;

- ***To own and be accountable for the project.*** The Project Board is responsible for ensuring that the project is capable of delivering the benefits specified in the Business Case, for defining acceptance criteria for the project and ensuring that the project delivers value for money. It is responsible for assurance of the project. It must review the Business Case regularly throughout the project to ensure that the project is still viable.
- ***To take responsibility for all aspects of quality.*** The Project Board ensures compliance with the governance framework for the project, the quality techniques and standards to be applied, and is responsible for ensuring quality. It also ensures that the project is aligned to the authority's strategies and policies throughout its lifecycle.
- ***To commit resources.*** The Project Board has the authority to provide all of the resources required for the success of the project. By approving the Project Initiation Document, project plan and any subsequent change plans, it is undertaking to make the required resources available.
- ***To secure funding for the project and ensure that this is spent appropriately.*** To authorise change requests where required and to approve or withhold use of contingency funds. Ensure escalation of any forecast impacts on the approved budget.
- ***To provide direction to the Project Manager.*** The Project Manager will need to escalate some issues or risks to the Board, may seek advice and will need decisions beyond their own remit to be taken. The Project Board Chair is responsible for ensuring this is achieved.
- ***To control the level of risk exposure and own the resolution of risks and issues.*** The Project Board must agree an acceptable risk profile and ensure that an appropriate approach to identifying, categorising, mitigating and escalating risks is defined and followed.

- ***To communicate with stakeholders external to the project.*** The Project Board ensures that there is timely and effective communication for each stakeholder group, that expectations are managed and that key messages are controlled, consistent and accurate.
- ***To authorise or recommend closure of the project.*** The Project Board is responsible for taking the decision to recommend closure of the project, whether this is at the planned end after successful achievement of all objectives or prematurely where it becomes clear that the benefits can no longer outweigh the costs.
- ***To assist with the post-project evaluation of benefits realisation.*** Ensure that lessons are learnt and recorded to inform future projects and outcomes are measured and monitored in accordance with agreed requirements.

1.3 Project Board Membership

Chair – Andrew Preston (Assistant Director, Infrastructure & Growth - CCC)

Dorothy Higginson (Major Infrastructure Delivery Group Manager - CCC)

Lee Baldry (Team Leader Major Projects - CCC)

Rowland Potter (Head of Transport – Cambridgeshire & Peterborough Combined Authority)

Sarah Silk (Business Partner – Communications - CCC)

Richard Brown (Cost and NEC Contract Consultant – WYG Consultants)

TBC (Senior representative from Contractor)

Presenting to Board – Tom Porter (Scheme Project Manager – CCC)

Member Advisory Group - Overview

The Member Advisory Group will receive information regularly (monthly) from the Project Board and provide a steer where necessary. It will not be a decision-making group and the vehicle to ensure that local Members and other Members of the Council are aware of progress with the scheme.

Member Advisory Group - Terms of Reference

1.1 Purpose

The purpose of the Member Advisory Group is to provide and receive information regarding project and the local area. It may comment upon risk, budget and programme. It may recommend items be reported to the Project Board or the County Council's Economy and Environment (E&E) Committee.

1.2 Member Advisory Group - Main Duties

The main duties of the Group include;

- ***Receive project updates from the Project Team*** regarding progress, finance, technical risks and issues.
- ***To communicate with external stakeholders to the project.*** The Group will aid timely and effective communication for each stakeholder group, help manage local expectation using information from Officers.
- ***To observe project timelines and finances.*** To advise upon summary trends and risks.
- ***To provide advice to the Project Manager.*** The Group may recommend issues or risks be escalated to the Project Board, or to seek decisions from E&E Committee. Advise the Project Team on quality of the project from a strategic or local perspective.
- ***To advise upon risk exposure and issues.*** The Group may comment upon identifying, categorising, mitigating and escalating risks.
- ***Make recommendations*** to the Project Board and E&E Committee.
- ***To recommend and monitor successful closure of the project.***

1.3 Member Advisory Group Membership

Chair Gillian Beasley (Chief Executive)

Cllr. Steve Count (Leader of the Council)

Cllr. Roger Hickford (Deputy Leader)

Cllr. Ian Bates (E&E Chairman)

Cllr. Chris Boden (Leader of Fenland District Council and Divisional County Councillor for Whittlesey North)

Cllr. David Connor (Divisional County Councillor for Whittlesey South)

Steve Cox (Executive Director, Place & Economy)

Graham Hughes (Service Director – Highways and Transport)

Andrew Preston (Assistant Director, Infrastructure & Growth - CCC)

Lee Baldry (Team Leader Major Projects - CCC)

Sarah Silk (Business Partner – Communications - CCC)

Presenting to the Group – Lee Baldry, Andy Preston