

CITY OF PLYMOUTH

Subject: Building Schools for the Future (BSF):
Project Governance and BSF Cabinet Committee

Committee: Cabinet

Date: 10 November 2009

Cabinet Member: Cllr Monahan, Cabinet Member for Children and Young People

CMT Member: Chief Executive

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Part:

Executive Summary:

The Council has submitted its Readiness to Deliver (RtD) document to Partnerships for Schools (PfS) for entry into the Building Schools for the Future programme (BSF) and is awaiting confirmation of its inclusion in the next wave of BSF projects to be announced. The Council has also received written confirmation from PfS that its submission made in May 2009 was very strong and that confirmation into the programme will be made in the Autumn 2009. On the 24 September 2009 the Council was visited by Vernon Coaker, Schools Minister, who saw first hand the work Plymouth was undertaking to be 'Ready to Deliver' and confirmed that Plymouth's case was very strong.

One of the key criteria that is necessary for the Council to demonstrate its Readiness to Deliver BSF investment, is that governance arrangements for control of the project are in place. As an interim arrangement the Schools PFI Board have been considering the arrangements for BSF. It is recommended that governance arrangements now be formally approved and set up in relation to the BSF Project, which includes the monitoring of the wider SCYP Programme, so that the Council is ready to proceed with its involvement in BSF, without delay, on confirmation that Plymouth is included in the next wave of BSF projects.

The governance arrangements proposed involve:

- creation of a BSF Cabinet Committee;
- delegations to that Committee, a Project Owner and a Project Director;
- creation of a BSF Project Executive, advising and supporting the Project Owner; and
- creation of a BSF Project Team, advising and supporting the Project Director.

These governance arrangements are recommended in order to provide strong project governance for this large and complex city wide project which will lie at the heart of the Councils strategy for capital investment in its infrastructure. They are specifically tailored for the procurement phase and are structured to provide high-level elected member and officer oversight of the project while also facilitating rapid decision-making and shorter lines of communication.

Further details of the proposed governance arrangements, including proposals for membership of the Committee, the Project Executive and the Project Team are provided in Appendix 1 & 2. Proposed delegations from the Committee and the Project Owner, and roles and responsibilities are set out in the recommendations.

Corporate Plan 2009-2012:

Delivering BSF is derived directly from the Council's *Investment for Children* strategy, adopted by Full Council on 2 December 2008. This *Strategy for Change* underpins and inextricably links the transformational aspirations of the Council to deliver high quality children's services and the economic strategy, which seeks to recreate Plymouth as one of Europe's finest, most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone. The strategy will enable the Council to develop outstanding built and extended environments suitable for the delivery of a personalised 21st Century curriculum, placing them in the heart of the community alongside other community facilities.

The following Corporate Improvement Priorities (CIPs) apply:

CIP 4 - Narrowing the gap between communities

There are many linkages between different CIPs; this is particularly the case for CIP 4. The proposal for BSF and the wider SCYP Investment Programme addresses imbalances in achievement between different parts of the city and seeks to ensure that investment will be targeted to ensure that benefits address these imbalances.

CIP 6 - Widening cultural & leisure opportunities

The proposal for BSF and the wider SCYP Investment Programme includes the notion of Extended Schools. It addresses the link between education and the community; in particular it supports the link between school environments and the promotion of high class sporting facilities for the city. As part of the Programme specific sporting and cultural forums have been set up to ensure the programme is well connected to the delivery of CIP 6.

CIP 7 - Safeguarding children

The Council will seek to ensure that safeguarding of children is at the heart of the proposal for BSF and the wider SCYP Investment Programme. Making building and schools safer places is a key objective of the *Investment for Children* strategy, in particular supporting anti-bullying and promoting multi agency spaces in schools.

CIP 8 – Raising attainment

The proposal for BSF and the wider SCYP Investment Programme is focused on attainment and continued improvement.

CIP 9 – Developing high quality learning environments

The proposal for BSF supports the framework for delivering this Corporate Priority, and its delivery is a key milestone in delivering the CIP.

CIP 11 - Improving accessibility (transport)

The proposal for BSF and the SCYP Investment Programme is targeted to ensure that all communities have good local schools. This is to ensure that the need to travel long distances for school places is reduced while parental choice is upheld.

CIP 12 - Accelerating Sustainable Economic and Housing Growth

The proposal for BSF and the SCYP Investment Programme recognises that housing growth can not be achieved or sustained without infrastructure growth in Services for Children and Young People. The proposal takes into account the housing growth set out in the LDF.

CIP 14 – Value for money/effective long term budget / asset management

The BSF and the SCYP Investment Programme is chiefly funded through central government investment programmes, which allow the Council to meet longer term responsibilities in capital funding and asset management of SCYP properties. It considers the changing nature of the Council's role in school organisation and school status, while meeting the Council's legal obligation to provide provision for Education.

Implications for Medium Term Financial Plan and Resource Implications: Including finance, human, IT and land

In March 2009, the Council completed a comprehensive review of its 14 Corporate Improvement Priorities (CIPs), including *Developing high quality learning environments (CIP9)*. CIP9's re-sourcing plans were unanimously supported in the recent budget setting exercise. Full agreement across all departments has been given to the prioritisation process and an initial procurement budget of £835k has been set for 2009/10, with the understanding that procurement costs will be in the order of £3-6m over the procurement life cycle. Within this it is anticipated that 31% will be spent on external consultant support and 69% on internal backfilling (to support capacity building) and new posts.

Included in the above commitment, £100k is allocated to the development of Change Management within the stakeholder base. This will be achieved through a combination of support delivered through the consultants that have been working

with the Council on visioning in schools, NCSL BSF Leadership Programme and backfilling support for stakeholder/senior management visioning time.

During the period October 2008 to February 2009, the Council has undertaken a comprehensive spending review of capital investment plans. Chiefly, this was due to the reduction of value of the capital receipts programme in the current economic climate. A total of £22m (previous valuation) of vacant school sites generated through the LA's primary reorganisation programme, *Ideas for Change*, were amongst these future receipts. It is the Council's policy position that allocations of resource from capital receipts as and when they are available will be allocated against corporate priorities including BSF. The Council is aware of a potential capital gap that could be generated in its objective of meeting multi-agency, community and shared use facilities co-located through the BSF investment and it will use corporate resources to meet these objectives in line with the decisions made on corporate priorities.

On 2 December 2008, Plymouth City Council gave cross party support for the *Investment for Children* Strategy and has demonstrated this commitment by setting BSF as a Corporate Priority for the Council. The Council is thoroughly committed to the benefits of BSF investment and understands that nationally PfS, the DCSF and the Treasury have to manage very large and constraining commitments. In this context, the Council understand that it needs to be flexible in terms of accepting financial, economic and political criteria (set by PfS) to realise the benefits of this investment, and so accelerate achievement of its educational and corporate objectives.

In planning the investment programme the Council expects that the new build element will be delivered through PFI Credits and understands, and accepts the ongoing Facilities Management commitment of this procurement model. Assuming that at least one build will be funded in this way, based on previous Council PFI projects, there will be an annual revenue shortfall which the Council will need to fund. The annual contribution will be strongly dependent on PFI credits, discount rate and swap rate. However, the Council and schools are familiar with the commitments of PFI funding and these will be considered in detail as part of the outline business case.

Currently non PFI schools have not received funding to sustain the buildings over the life of the asset in the same way as PFI. Schools forum have committed to redress this by review of the schools formula to prevent /avoid dilapidation of the school estate.

The Council is committed to delivering the programme and understands that shortfall liability rests with the Council's and the schools' own resources. The Council has significant plans to use the BSF investment as a catalyst to meet the wider agenda, including co-location, multi agency and locality service delivery. It is understood that BSF investment will not deliver this agenda alone and there is a commitment to joining-up funding routes across the council to ensure this is achieved.

If the council procurement options appraisal concludes that a LEP is the preferred procurement route, the Council will be committed to having a 10% equity share,

based on the LEP having a working capital of between £500k - £1m. This is expected to require an investment of between £50k and £100k.

There are resource implications for Democratic Support who would be responsible for administering the new BSF Cabinet Committee.

Other Implications: e.g. Section 17 Community Safety, Health and Safety, Risk Management, Equalities Impact Assessment, etc.

The project governance arrangements will facilitate risk management processes including creation and review of a project risks register. This Strategic Risk Register is currently monitored through the PFI Board as an interim measure, and detailed Risk Workshops have been developed to identify and develop mitigation measures to reduce risk and to develop opportunities.

Recommendations & Reasons for recommended action:

1. That a Committee of Cabinet be formed, to be known as the “BSF Cabinet Committee”, the members of that Committee being:
 - Cabinet Member for Children and Young People (Chair)
 - Cabinet Member for Budget and Resources
 - Cabinet Member for Safer and Stronger Communities

and that the Committee is asked to invite the Shadow Cabinet Member for Children and Young People and Councillor David Stark to attend Committee meetings as observers. It is noted that the Cabinet Procedure Rules will apply to the Committee

Reasons: To put in place a Committee which will monitor the BSF Project (including the procurement and contract) on behalf of the Council and take a limited number of high-level decisions.

2. That the Leader delegates all executive functions relating to the BSF Project (including without limitation the monitoring of the SCYP Capital investment) to that BSF Cabinet Committee, with the exception of decisions relating to the constitution of the BSF Cabinet Committee, the services to be provided by the LEP and the contract award, each of which the Leader delegates to Cabinet:

Reasons: To enable high-level elected member oversight of the BSF Project while also facilitating rapid decision-making and efficiency.

3. That the terms of reference and other provisions relating to that BSF Cabinet Committee, and the other arrangements for governance of the BSF Project, in each case as set out in Appendices 1 and 2, are approved and that the committee is requested to ensure appropriate sub-delegation, broadly in line with those arrangements.

Reasons: To ensure that appropriate governance arrangements are in place for the BSF Project, structured to provide high-level elected member and officer oversight of the project, as well as rapid decision-making and efficiency for the procurement.

4. That the BSF Cabinet Committee, the BSF Project Executive, the BSF Project Team, and the delegations to the Project Owner and Project Director will automatically terminate in the event that the Council doesn't achieve a 'Remit' meeting, (project inception, as defined by PfS processes) and accordingly it is requested that all delegations from the Committee to the Project Owner and from the Project Owner to the Project Director to be made on that basis.

Reason: To ensure convenient termination of these arrangements without reference back to Cabinet, in the event that the BSF Project does not proceed.

Alternative options considered and reasons for recommended action:

The development of the governance arrangements for BSF has been considered very carefully and different structures have been option appraised. External advice has been sought including an evaluation of the Council's proposals through the Skills Audit undertaken by Local Partnerships. An evaluated option appraisal was conducted of the key methods of operating governance over BSF. This was conducted by internal officers and the advisor from Local Partnerships. This evaluation showed that opinion was broadly aligned and that the advantages and disadvantages were balanced. It showed strong opinion that either method would create undue risk.

The following alternative options were considered;

- Not to form a Cabinet Committee for these purposes

Reasons for recommended action: A Committee of Cabinet is considered to be most likely to provide an appropriate level of effective oversight by elected members. BSF and the procurement of a LEP is complex and commercially sensitive process. It is necessary that the Members taking these decisions give sufficient dedicated time to understanding the implications of the decisions and immersed with the control of the project.

- To form a Cabinet Committee with different membership

Reasons for recommended action: The membership is constituted from the cabinet members with the most relevant portfolios to this Project. The Shadow Cabinet Member for Children and Young People is invited to attend as an observer to maintain good communication with the opposition and to allow the good cross party support for the investment proposals to remain.

- Not to delegate the relevant executive functions

Reasons for recommended action: The day to day decision making needs to be handled in an efficient manner. The private sector will be looking carefully at the Council's relevant executive delegations to ensure that the project will move at sufficient pace to reduce their bidding costs. This needs to be

balanced with the need for sufficient rigorous probity to the decision making process. The recommendation has been developed taking into account this balance.

- To delegate the executive functions other than to a Cabinet Committee

Reasons for recommended action: It is common in BSF for the executive powers to be delegated to a Board on which sit elected Members, however the delegated authority sits with the chair of that Board and those Members on the Board do not exercise that authority. A Committee of Cabinet is considered to be most likely to provide an appropriate level of effective oversight by elected members.

- Not to approve the other proposed terms of reference for the Project as set out in Appendices 1 and 2.

Reasons for recommended action: A project of the size and complexity of the BSF Project requires that robust governance arrangements are in place and this is also a requirement of Partnerships for Schools. Not to approve the proposed terms of reference would put into question the Council's readiness and commitment to deliver BSF.

Background papers:

1. Investment for Children, Council Policy adopted on 2 December 2008
2. BSF Expression of Interest (EoI) submitted to PfS on 28 November 2008
3. BSF Readiness to Deliver (RtD) submitted to PfS on 8 May 2009
4. Local Partnership guidance for BSF Governance.
5. PfS guidance on RtD

Sign off:

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Originating SMT Member											

Appendix 1

BSF Project Governance Proposals

1. *Background*

- 1.1 In recommending arrangements for Building Schools for the Future (BSF) project governance, consideration has been given to the way the Council is managing project governance for major project delivery. The Schools Private Finance Initiative (PFI) Project Board set up in 2005 still sits, as the PFI procurement is moving into its operational phase. Consideration has been given to how that Board could bring its experience to the wider investment programme and it was concluded that the experience of Members and Project Officers on this board should be used to guide and monitor the strategic investment that was being executed in Children's Services and to exercise governance over the development of BSF through pre-engagement and Readiness to Deliver (RtD). Similarly the Council has begun multi-authority procurement for Waste, and also developed the Life Centre. Both of these have strong project governance arrangements to manage effective decision making for a very large procurement. These arrangements have been considered in framing the BSF Project governance proposals. Officers have also consulted with the Chief Executive in relation to these proposals.
- 1.2 Partnership for Schools (PfS) in their guidance notes for RtD make it clear that sufficient and robust governance must be in place before a council can be judged to be sufficiently ready to be in the programme. In the Council's RtD document, the arrangements the Council has in place were assessed and were deemed to be acceptable. However the timing of this Cabinet paper was highlighted in terms of ensuring that these proposed arrangements would be in place before the Council reached a Remit meeting (the point at which the council enters the BSF Programme). The proposed governance arrangements were also assessed by Local Partnerships (formerly known as 4Ps) in the skills audit carried out in July 2009, and a further options appraisal evaluation has been undertaken with Local Partnerships.

2. *Purpose - Procurement Phase*

- 2.1 These governance arrangements are tailored to suit the procurement phase of the BSF Project, which may involve procurement of a private sector bidder/consortium to partner with the Council in a Local Education Partnership (LEP), a delivery vehicle for a local BSF programme.
- 2.2 The governance arrangements are structured to provide high-level elected member and officer oversight of the project while also facilitating rapid decision-making and shorter lines of communications. Largely practical, commercial, management and organisational issues can be dealt with efficiently at officer level.

- 2.3 Stage plans will be developed throughout the procurement process to identify, control and monitor project activities. In appointing staff, and workstream leads, to the various roles care has been taken to consider the need for flexibility and contingency should staff changes occur and to ensure continuity from procurement into the contract management phase.
- 2.4 Project governance may be reviewed and may be revised towards the end of the procurement stage to ensure that the future needs of contract mobilisation and contract management are adequately covered as the LEP and other contracts become live.

3. *BSF Cabinet Committee*

- 3.1 The BSF Cabinet Committee will monitor the procurement and contract on behalf of the Council and will take a limited number of high-level decisions including the following:

- Sfc Approval
- OBC Approval
- Evaluation Criteria Approval
- Selection of Bidders
- Contract Award
- Dispute Resolution (if required)

and will make recommendation to Cabinet in relation to award of the LEP arrangements procured, for Cabinet authorisation where required in accordance with the Council's Contract Standing Orders.

- 3.2 Contract Standing Orders require that for a procurement of over £2m, the relevant Portfolio Holder's approval is obtained for the evaluation criteria and Cabinet approves the award.

Membership

- 3.3 The BSF Cabinet Committee membership would be:

Cabinet Member for Children and Young People (Chair)
Cabinet Member for Budget and Resources
Cabinet Member for Safer and Stronger Communities

- 3.4 The Committee's quorum will be three as required by the Constitution. It is noted that the Cabinet Procedure Rules will apply to the Committee.
- 3.5 The Shadow Cabinet Member for Children and Young People will be invited to attend as an observer to maintain good communication with the opposition and to allow the good cross party support for the investment proposals to remain. In addition Councillor David Stark will be invited to attend as an observer.

- 3.6 Officer support will be provided by the Project Owner, the Director for Services for Children and Young People and the Project Director as appropriate from time to time.
- 3.7 It is anticipated that the Committee will meet at least quarterly, but will also meet when necessary to take key decisions. It is intended that an informal planning (not decision-making) meeting will take place approximately a fortnight prior to each Committee meeting.

4. *BSF Project Owner and BSF Project Executive*

BSF Project Owner

- 4.1 The Cabinet Committee would delegate certain matters to the Project Owner. Due to the significance of the BSF Project to the Council, the Project Owner would be the Chief Executive of the Council, who would also chair the Project Executive.

BSF Project Executive

- 4.2 The Project Executive would advise and support the Project Owner.
- 4.3 The Project Executive membership would be:
- The Chief Executive (Chair)
 - Director for Services for Children and Young People
 - Director for Corporate Resources
 - Project Director for BSF
 - Assistant Director for Life Long Learning
 - Lifelong Learning ICT Adviser
 - Representative of Plymouth Assn. of Head Teachers (PASH)
 - Head of Legal Services
 - Head of Strategic Procurement
 - Capital Programme Manager
 - External Advisers PfS, Local Partnership, PUK, GOSW, or DCSF, as appropriate
 - Head of Planning as the Design/Sustainability Champion, (Client Design Adviser (CDA))
 - Other Assurance members as agreed by the Chair.
 - Internal Audit representative

5. *Project Director and BSF Project Team*

Project Director

- 5.1 The Project Owner will delegate responsibilities to the Project Director who will be responsible for the day-to-day delivery and procurement of the project.

BSF Project Team

- 5.2 The BSF Project Team will be led by an experienced fulltime Project Director and assisted by a full-time Programme Manager and Project Office Support Manager. Other officers, who will represent the Council in specialist areas such as planning, finance, communications and legal, will also be dedicated as required, and the Project Team will be supported by specialist external advisers.
- 5.3 The Project Director will chair project team meetings and develop the team to deliver the BSF outcomes. The Project Team membership would consist of workstream leads and will be:
- Project Director for Learning Environments (BSF Project Director) (Chair)
 - Assistant BSF Project Director (Programme Manager)
 - BSF Project Officer (Change Manager)
 - Education Officer
 - Education ICT Officer
 - School Organisation Officer
 - Legal Officer
 - HR Officer
 - Asset Management Officer
 - Procurement Officer
 - Finance Officer
 - Corporate ICT Officer
 - Planning Officer
 - Sport and Cultural Officers
 - Audit Officer
 - Specialist external advisers as required from time to time.

6. Stakeholder Board

- 6.1 It is recommended that a Stakeholder Board will be set up in parallel to the BSF Project Executive and will represent a wide range of partners and stakeholders from key organisations with a direct interest in the investment proposals and outcomes. This group will have in attendance the BSF representative of PASH who will be responsible for presenting the views of school stakeholders on the executive.
- 6.2 The Project Director will chair the Stakeholder Board.

7. Interface with Project and Programme Boards

- 7.1 Previously constituted and proposed Project and Programme boards set up to exercise delegated powers in day to day management of the Council's capital delivery will continue to operate. It is intended that the BSF Executive will put in place appropriate arrangements for liaison with those Boards. The symbiotic relationship between these are very important to the Council as BSF and

SCYP investment programmes are critically part of the Councils total investment programme. The Council sees its investment programme as a single capital pot and allocates in line with its corporate priorities. The SCYP capital investment including BSF will be developed and managed in the context of the overarching Capital Programme Board (or any equivalent replacement), however the delegated lines of authority set out in this Cabinet paper will apply to all decisions.

8. *Termination*

- 8.1 It is proposed that the BSF Cabinet Committee, the Project Executive, the Project Team, and the delegations to the Project Owner and Project Director will automatically terminate in the event that the Council does not achieve 'Remit' meeting (project inception, as defined by PfS processes) and accordingly that Cabinet should request that all delegations from the Committee to the Project Owner and from the Project Owner to the Project Director be made on that basis.
- 8.2 Post Remit meeting, it is anticipated that termination of the Committee and other governance arrangements would be made through Cabinet.

Appendix 2

Delegations, Roles and Responsibilities

1. *BSF Cabinet Committee Terms of Reference*

- 1.1. The BSF Cabinet Committee will initiate, prioritise, and monitor the SCYP investment programme. That includes BSF investment. It is expected that the BSF Cabinet Committee will take a limited number of high-level decisions.

Procedures

- 1.2. The BSF Cabinet Committee will be conducted under the Council's constitution (including the Cabinet Procedure Rules).
- 1.3. The BSF Committee shall meet at least six times a year, but will also meet to take certain high-level decisions. It is intended that an informal planning (not decision-making) meeting will take place approximately a fortnight prior to each Committee meeting.
- 1.4. Extraordinary meetings shall be arranged by agreement when more immediate input is required, such as at key stages of the procurement process.
- 1.5. Meetings will be supported through Democratic support.
- 1.6. The Chair will have a casting vote

Attendance

- 1.7. The Committee's quorum will be three (or a quarter of the total number of members of the Cabinet, if greater), as required by the Constitution. As the number of Members making up a quorum is all the Committee Members, for decisions to be taken the Committee must have full attendance (the opposition observer not being counted for this purpose).
- 1.8. Apologies shall be submitted in advance of planned meetings.

2. *Project Owner*

- 2.1 Due to the size and level of importance of BSF to the Council it is proposed that the Chief Executive will be the Project Owner.
- 2.2 The Project Owner provides overall sponsorship and leadership for the project. The Project Owner is the person who is ultimately seen as responsible for the successful delivery of the project, and is required to:
- Ensure cross-functional/departmental interaction and support

- Identify and secure a properly resourced team for the delivery of the project, including appropriate budgets for internal and external support
- Liaise with the Capital Programme Board to ensure that the BSF Programme aligns with and is supported by the Council's overall capital and revenue budgets.
- Manage issues that affect the 'stability' of the project
- Promote the project and liaise with elected Members, stakeholders and external bodies
- Obtain BSF Cabinet Committee approval at key milestones in the process
- Chair the BSF Project Executive
- Ensure the project provides Best Value and is affordable (a joint responsibility with the Project Director)
- Support the Project Director on key negotiating issues
- Support the Project Director when additional project resources are required.

3. *Project Director*

3.1 The Project Director plays a key role in delivering the BSF project and is considered the most critical appointment to the Project Team. As such, the appointment should be full-time and must take account of the decision-making structure, and the risk and complexity of the project. The Project Director is required to:

- Have the appropriate skills and experience in procurement and project management
- Have the ability to lead the Project Team
- Have the requisite seniority and experience to reflect the level of delegated authority, and the complexity of the project
- Undertake budget management of the individual capital projects supported by the Project Services Management Team
- Be empowered to make key decisions and to 'do the deal'
- Manage the procurement budget for all external and internal costs
- Undertake budget management of the individual capital projects,
- Understand his/her role, and the level of delegated powers
- Communicate effectively with all members of the Project Team, Project Executive, stakeholders, users and the wider community
- Appoint and manage advisers
- In conjunction with the Project Owner, identify and secure sufficient resources to deliver the project effectively
- Lead negotiations with bidders
- Manage the vital success factors for project delivery
- Report regularly and at key stages to the Project Executive and (where appropriate) the stakeholder forum
- Chair stakeholder forum and manage consultations
- Carefully manage the expectations of stakeholders and project partners
- Maintain regular contact with Local Partnerships and PfS and request project support when necessary

- Manage competing interests, particularly with other major Council initiatives
 - Provide Quality Assurance (QA) and sign-off to all project documentation
 - Plan for and organise Local Partnership or PfS Gateway Reviews
 - Put in place an appropriate project management methodology and risk register
 - Network with other local authorities and the wider market to share knowledge and current best practice
 - Help the team maintain a work/life balance
 - Celebrate success
- 3.2 An officer within the Council has been identified as suitable to undertake this role, and a full time job offer has been made subject to the Council achieving Remit.

4. *BSF Project Executive - Terms of Reference*

- 4.1 Subject to ensuring that all decisions are taken by the relevant decision maker, the Project Executive will operate under the following terms of reference and advise the Project Director on the following matters:
- 4.2 At the start of the project, to agree:
- Objectives and scope, including recommendations and justification to Cabinet with respect to the selection (and scope of services included) of the preferred delivery vehicle and decisions on how “thin or thick” the LEP would be.
 - The project plan
 - Resources and project management structure, including expectations of scale and quality of corporate support
 - Decision-making process
 - Project launch (including a stakeholder event)
- 4.3 During the planning and development stages, to:
- Advise the Project Director and review project status against the plan
 - Agree the scope of the Business Cases to be approved and to be rigorous in driving a deliverable solution that meets transformational objectives.
 - Monitor management of project budget, risks and quality
 - Ensure that the project follows a ‘service led’ approach
 - To explore and promote opportunities for integrated and same site working between education and other agencies, and drive forward Council and other agencies resources to align with the project objectives
 - Advise on consultation on school organisation proposals and proposals for re-organisations, closure/openings.
 - To ensure the relevant stakeholders/organisations are engaged, support the scheme and obtain all associated ‘sign-offs’
 - Resolve disputes as they rise between any parties that could lead to a disruption of the project objectives.

- Prioritise proposed developments within the project, where limits in resource and investment necessities such priority
 - Ensure that the proposals are affordable and deliver maximum value for money
 - Liaise or assist with liaison with Scrutiny as appropriate
- 4.4 At the start of the procurement, to agree:
- Objectives and scope
 - The OBC
 - The procurement plan
 - Resources to meet the procurement costs
 - Communication plans
 - Arrangements for quality assurance and risk management
 - Procurement launches (including pre-OJEU project viability review), bidders day and gateway reviews.
- 4.5 As the procurement progresses, to:
- Review project status against plans
 - Monitor management of procurement budget, risks and quality
 - Agree progression through key stages (e.g. stages in Competitive Dialogue procurement: OJEU Contract Notice, ITPD shortlist, ITCD, ITSFB) and obtain all associated 'sign-offs'
 - Agree procurement documents (including output specification, project agreement)
 - Agree evaluation of plans
 - Report within the Council on the progress of the procurements
 - Act as the ambassadors for the procurement and the project it facilitates
- 4.6 At the end of the procurement, to:
- Ensure that the expected products have been delivered satisfactorily
 - Ensure that the pre-contract risk review is completed
 - Agree the Final Business Case (FBC) to be approved
 - Recommend award of contract and obtain all final 'sign-offs'
 - Agree the structures and resources to continue to manage the contracts post financial close
- 4.7 To advise on the decision making route for those matters which are subject to the Council's Executive decision making processes.
- 4.8 To exercise governance over the programme management of other related capital investment into the BSF Project such as the Primary Capital Programme (PCP), DCSF Modernisation grants, Targeted Capital, and formulaic capital funding provided by central Government, including any locally supported funding that adds to this investment.
- 4.9 To consider any other issues as they may relate to the BSF Project.

Procedures

- 4.10 The Executive shall meet monthly. Extraordinary meetings shall be arranged by agreement when more immediate input is required, such as at key stages of the procurement process.
- 4.11 Monthly meeting dates shall be arranged in advance and cancelled where there is insufficient business.
- 4.12 Except in cases of extreme urgency, meetings shall be arranged with at least three working days' notice.
- 4.13 An agenda shall be produced and issued to all Project Executive members at least three working days before the meeting. The agenda will be discussed at a pre-meeting between the Project Owner and Project Director.
- 4.14 Minutes of each meeting, indicating action points and their owners, shall be circulated to all Project Executive members with sufficient time before the next meeting.
- 4.15 Meeting dates shall be agreed for a period of six months in advance.
- 4.16 There will be sufficient secretarial support to organise and minute Project Executive meetings throughout the project directed from the BSF project team resource.

Decision Making

- 4.17 The Project Executive shall operate within the financial regulations and standing orders of Plymouth City Council as well as taking into account as appropriate the relevant financial regimes of other funding organisations, such as the PCT, Academy Sponsors, and Sport England.
- 4.18 It is noted that the delegated authority will rest with the Project Owner (the Chair) who will take all decisions, supported by the Project Executive membership.

Attendance

- 4.19 Substitution of members need to be made in advance and agreed with the Chair.
- 4.20 Apologies shall be submitted in advance of meetings.
- 4.21 Where a Project Executive member fails to attend three consecutive meetings, the Chair shall consider, and is entitled to, replace that member.

5. Project Team

- 5.1 The Project Team will support the Project Director through the planning, development, procurement, and implementation phases of the project. It should have the relevant technical, financial, commercial and legal skills, expertise and experience to deliver the project. These internal officers are known as Work Stream Leads (WSL). The extent to which external advisers are needed will depend on the internal WSLs available, their availability, and the type, size and complexity of the project. It is expected that external advisers will be needed in the following disciplines:
- Education
 - Financial
 - Legal
 - Technical
 - HR
 - ICT
 - Client Design
- 5.2 Due to the nature of the transformational change BSF has as its objective, and due to the complex and high risk nature of the procurement, the Project Director needs the support of a dedicated internal Programme Manager and a Project Officer to manage communications and necessary administrative support. These first two appointments have been made and the process to appoint administrative support is in progress. When external advisers are appointed, the Project Team will have a WSL responsible for the management of each adviser, and demonstration of value for money in relation to the arrangements with each of them.
- 5.3 It is expected that the Project Team will comprise of 10-15 members to ensure that it has sufficient breadth of expertise and capacity whilst remaining a workable group. Members should include representation from relevant departments in the Council. Sub-groups are likely to be established to deal with specific tasks at key stages in the development and procurement process.
- 5.4 The Project Team will also interface with external government advisers and be responsible to the Project Executive for using and monitoring national guidance on BSF. External National Advisers will include, but not be restricted to the following:
- PfS
 - PUK
 - BECTA
 - NCSL
 - Cabe
 - Local Partnerships
 - Sport England
 - Arts Council

Procedures

- 5.5 The core BSF Project Team of full time staff shall meet every week and the extended team, including WSLs, will meet fortnightly. External advisers will attend as requested by WSLs. Extraordinary meetings shall be arranged by agreement when more immediate input is required, such as at key stages of the procurement process.
- 5.6 Meeting dates and times shall remain consistent each week.
- 5.7 Except in cases of extreme urgency, meetings shall be arranged with at least three working days' notice.
- 5.8 Minutes of each meeting, indicating action points and their owners, shall be circulated to all WSLs with sufficient time before the next meeting.
- 5.9 There will be sufficient secretarial support to organise and minute Project Team meetings throughout the project directed from the BSF project team resource.

Decision-making

- 5.10 The Project Team shall operate within the financial regulations and standing orders of Plymouth City Council and take into account as appropriate the relevant financial regimes of other funding organisations, such as the PCT, Academy Sponsors, and other Sport England.
- 5.11 It is noted that the delegated authority will rest with the Project Director (the Chair) who will take all decisions, supported by the Project Executive membership.

Attendance

- 5.12 Substitution of members needs to be made in advance and agreed with the Chair.
- 5.13 Apologies shall be submitted in advance of meetings.
- 5.14 Where a Project Team member fails to attend three consecutive meetings, the Project Owner shall consider, and is entitled to, replace that member.