

Building Schools for the Future Governance Arrangements

The Role of the Strategic Project Board and Project Team

Southampton City Council (SCC), in accordance with existing proven project governance structures established for operation of its Strategic Services Partnerships and to ensure connectivity and continuity with those arrangements, will operate a high level BSF Strategic Project Board (referred to in BSF / 4ps Guidance as a Project Board) to provide clear strategic direction for the Project and Policy and performance overview. In addition, a Project Team, which will meet as an intermediate Board, will be established. This intermediate Board will meet more regularly, to ratify day to day activities and decisions at key stages and to regularly monitor key risks to the project and action to mitigate them. These Boards will be constituted along 4ps guidelines, in line with Prince 2 methodology but also in line with Southampton City Council's governance arrangements established for the operation of strategic partnerships and approved as a model for operation in Southampton by the Council and external advisors.

The Strategic Project Board's Terms of Reference

The Board will meet at monthly intervals or significant milestones, as required.

At the beginning of the project the Board will:

- Approve the start of the project via acceptance of the project brief including key objectives of the project
- Agree with the Project Director on that person's responsibilities
- Confirm project tolerances
- Specify external constraints on the project, such as quality assurance
- Approve an accurate and satisfactory PID
- Recommend any project assurance roles
- Subject to approved budgets and Council decision making requirements, commit project resources required for the next stage

As the project progresses the Board will:

- Provide overall guidance and direction to the project, ensuring it remains within specified constraints
- Review each completed stage and, subject to any required Council/Cabinet decisions, approve progress to the next stage
- Ratify the Project Team's decisions at key stages
- Review and approve Stage Plans and Exception Plans
- Ensure compliance with corporate or programme management directives

- Manage the interface with Members and make recommendations to Cabinet on key decisions
- Recommend the Shortlist and the Preferred Bidder to Cabinet

At the end of the project the Board will:

- Provide assurance that all products have been delivered satisfactorily
- Provide assurance that all Acceptance Criteria have been met
- Approve the End Project Report
- Approve the Lessons Learned Report
- Decide on the recommendations for follow-on actions
- Send project closure notification to corporate management

Membership

Governance structures in operation at Southampton City Council differ slightly from 4ps guidelines, however there are proven existing structures that are broadly comparable and provide (across the two proposed project boards) clear representation and accountability. It is proposed that the Strategic Board should comprise Members and representative senior corporate officers.

- Cabinet Member for Children's Services - Cllr Baillie
- Cabinet member for Resources - Cllr Moulton
- The Leader (at his own discretion)
- Executive Director for Children's Services (Chair) - Clive Webster
- Chief Executive (at key decision points at his discretion) – Brad Roynon,
- Executive Director of Resources / S.151 Officer (or delegate) - Carolyn Williamson
- Solicitor to the Council / Monitoring Officer (or delegate) -Mark Heath
- Partnerships for Schools representative
- Head of Communications – Liz Kite
- Head of Capital and Infrastructure – Andrew Hind
- Project Director

The Project Director is a key member of the Board, forming a link with the Project Team, the Stakeholder Board and other stakeholders.

An appropriate Member or senior officer will be nominated as Design Champion for the Project and will sit on the Project Board if he or she is not already a member.

Partnerships for Schools will attend the Board so that an objective, external and national perspective can be offered.

Other key stakeholders may be invited to join or attend the Project Board where they have specific relevant skills and experience as the Project progresses.

The Role of the Project Sponsor

The Project Sponsor will be the Executive Director, Children's Services and Learning. He will own the project and provide overall sponsorship and leadership as well as providing a link between the Strategic high level Board and the Project Team responsible for the day to day operation of the Project. He has ultimate responsibility for the Project and will:

- Ensure cross-functional/departmental interaction and support
- Ensure Stakeholder management and involvement
- Provide the link to the Strategic Project Board
- Identify and secure a properly resourced team for the delivery of the Project, including appropriate budgets for internal and external support
- Manage issues that affect the stability of the project
- Promote the Project and liaise with elected members, stakeholders and external bodies
- Ensure that a Design champion is in place from the earliest stages
- Obtain Cabinet and other Council approvals at key milestones in the process
- Chair the BSF Strategic Project Board
- Ensure the Project provides Best Value and is affordable (a joint responsibility with the BSF Project Director)
- Support the Project Director on key negotiating issues
- Support the Project Director when additional project resources are required

The Project Team

The Project Team will include, as a minimum, staff from Children's Services, and internal technical, financial, procurement and legal officers. The Project Team membership will be reviewed at appropriate times to ensure that it continues to meet the needs of the project. Additional expertise will be added as necessary.

The role of the Project Team is to support the Project Director to develop and deliver the local BSF programme, including producing the Strategy for Change 1 and 2; Outline and Final Business Cases; the procurement of the private sector partner; and ultimately the establishment of the LEP. Terms of reference for the Project Team will be appended to the PID (Project Initiation Document) and formally approved by the Strategic Project Board.

For the stages up to and including Outline Business Case, the Project Team is likely to include:

- The Head of Capital and Infrastructure (chair)
- Project Director
- Education Adviser/s
- ICT Adviser
- Capital Projects Adviser
- Senior Project Coordinator

- Stakeholder Manager
- Legal Adviser -Sarita Riley
- Financial Adviser – Lynn Franklin
- Other technical, and design advisers
- Workstream Managers not included above
- Schools representation
- 4ps representative – Peter Farrell

The Project Director will play a central role in providing leadership for the project. This will include developing the educational vision for the schools and how investment in buildings and infrastructure can transform outcomes. The Project Director will make links with the City of Southampton Strategy and other city plans, ensuring that the opportunities presented by BSF deliver maximum benefit to the city. This will include having a key role in engaging with members, headteachers and the wider school community, partner agencies, government departments and potential private sector partners.

It is proposed that there will be either an Assets and Buildings Manager or an Education Adviser. This will depend on the professional expertise of the Project Director and will ensure that both aspects are covered in the team. The Assets and Buildings Manager will concentrate on the buildings dimension of the project, and would have technical expertise in planning major developments, including procurement. The Education Adviser will have expertise in the curriculum (what is taught), pedagogy (how it is taught), community learning and how these can be enhanced through the use of buildings and information and communications technology.

The Stakeholder Manager will ensure that those affected by the project are fully involved. This will include a key role in communications and consultation. The role will ensure that children, young people and parents were fully involved, as well as the wider community, neighbours of the school sites, partners in other public agencies, such as the NHS or the Police, private and voluntary sector partners as well as all parts of the Council including elected members.

The Project Accountant will ensure that the planning of resources was thorough and built into all aspects of the project. This will include providing regular monitoring reports on ongoing expenditure, as well as forecasting future needs.

The Senior Projects Coordinator will be a particularly critical role in organising the work of the team, keeping the project plan up to date, ensuring deadlines are met, risk register maintained, exception reports produced, project board meetings properly supported and due process observed, including any formal decision making required on the part of the Council. The post will require a high level of project management expertise.

The Project Administrator will support the whole project team, providing secretarial support, arranging meetings, and will include the role of configuration librarian in managing complex documents and version control.

Approvals

The Terms of Reference, which will be appended to the PID, for the Strategic Project Board and the Project Team will clearly set out the levels of delegation and deviation tolerance in place, to ensure that the project progresses effectively and efficiently and to enable the Strategic Project Board to manage by exception. The Strategic Project Board will satisfy itself that such arrangements are robust, as part of its formal recommendation / approval of the PID as appropriate.

Formal approval by Members will be required at key stages of the Project, some at Cabinet or Council level, some delegated to the Strategic Project Board or Project Sponsor. Formal approval will principally be required for:

- Key school organisational decisions
- Funding approvals
- The approval of the Strategy for Change
- The approval of the Outline Business Cases and its submission to PfS/DCSF
- Subsequent approval to publish the OJEU notice,
- Selection of bidders
- Selection of a Preferred Bidder
- Approval of the Final Business Case (FBC)
- Contract Awards

Appointment of Officers

A full-time Project Director will be appointed, reporting to the Executive Director, Children's Services & Learning. A Senior Projects Co-ordinator and a Stakeholder Manager will be appointed, both reporting to the Project Director. Additional appointments, including internal secondments and external advisers as appropriate, will be made to complement the skills and experience of the in-house staff.