

Growth Deal 1 and 2 Infrastructure Project Delivery

Project Governance Structure and Roles and Responsibilities

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Project Governance Structure and Roles and Responsibilities

1.0 Purpose of Document

The purpose of this document is to define the roles and responsibilities of the Corporate (LTB) and Project Management organisations. The content of the roles and responsibilities only relates to this specific major capital programme. The Corporate and Project Management Organisations relate to the programme of Growth Deal Infrastructure Projects being delivered by the Cornwall and Isles of Scilly Local Enterprise Partnership (LEP). The LEP has delegated responsibility for the governance of the Growth Deal Infrastructure Projects to the Cornwall and Isles of Scilly Local Transport Board (LTB).

2.0 Reconciliation of PRINCE2 Roles and Responsibilities

Roles and responsibilities defined within this document have been developed from those contained within the PRINCE2 Manual. However, for clarity of use within the LEP/LTB/Cornwall Council's project environment, some roles have been renamed. These are summarised as follows:

PRINCE2 Terminology	CCC Terminology/Role
Senior Responsible Officer	Director of Economy, Enterprise and Environment – Cornwall Council – Michael Crich
Executive	Head of Capital Projects –Cornwall Council (CC) : Alan Chapman
Senior User (s) (as required)	Transport Strategy and Planning Manager (CC) : Matt Sidney Highways and Drainage Manager (CC): Andy Stevenson Economic Development & Culture Representative (CC) Glenn Caplin LEP/SEP Representative (LEP) Sandra Rothwell
Senior Supplier(s)	Technical Services Manager (CC) (Cormac Solutions) : Richard Taylor or Engineering Design Manager (CC) (Cormac Solutions): Phil Lee Contractor's Area Manager Controls Consultant Area Manager

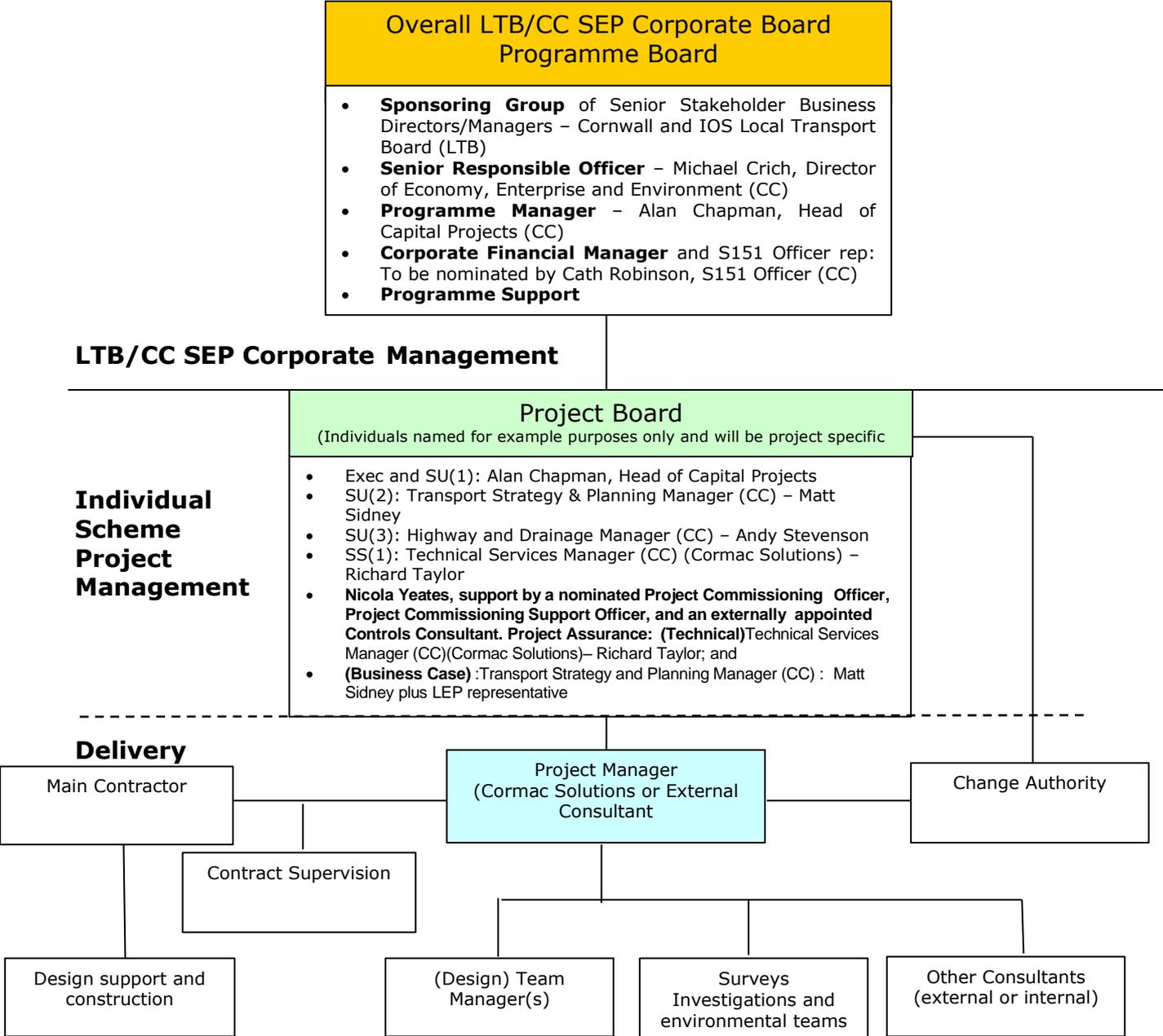
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Project Manager	Nicola Yeates, support by a nominated Project Commissioning Officer, Project Commissioning Support Officer, and an externally appointed Controls Consultant.
Team Manager (s)	Design Team, Construction Team
Project Assurance – Technical	Technical Services Manager (CC) (Cormac Solutions) : Richard Taylor
Project Assurance – Business Case	LEP/SEP Representative – Sandra Rothwell; and Transport Strategy and Planning Manager (CC) : Matt Sidney
Change Authority	Steve Gudge: Capital Projects Commissioning Officer

3.1 Project Governance Structure

**Cornwall and Isles of Scilly Strategic Economic Plan Growth Deal
Infrastructure Delivery**

Project Governance Structure



4.1 LTB/Cornwall Council SEP Corporate Programme Board Team Roles

The following roles explain the normal roles and responsibilities of each member of the Corporate Board.

4.1 Sponsoring Group

The Sponsoring Group is the overall driving force behind the programme of projects. It is the group of senior representatives of the partnership responsible for the strategic direction of the business, and ensuring alignment of the programme to deliver that direction. The LEP has delegated responsibility to the Cornwall and Isles of Scilly Local Transport Board (LTB) to provide assurance that the Growth Deal Infrastructure Delivery is being managed in accordance with its Assurance Framework.

The specific responsibilities of the LTB are:

- Managing a prioritised programme of investments within the available budget including over-programming to enable prudent management;
- Responsibility for ensuring value for money is achieved;
- Making decisions on individual scheme approval, investment decision making and release of funding, including scrutiny of individual scheme business cases;
- Monitoring progress of scheme delivery and spend;
- Actively managing the devolved budget and programme to respond to changing circumstances.

4.2 Programme Board

The Programme Board brings together the key roles, processes and management structures of the programme partners and stakeholders to deliver a programme's desired outcome. It provides the co-ordinated corporate management of a programme of projects to achieve benefits that are of strategic importance.

4.2.1 Specific Responsibilities

The Programme Board provides an organisation structure and process definitions that:

- Enable linkage between the top level strategic direction of the Sponsoring Group organisations (approved by the stakeholders) and the management activities required to achieve strategic objectives
- Drives the programme of projects forward to deliver outcomes and benefits
- Provide a mandate to the Project Boards for all projects
- Ensures the goals of a project or programme of projects remain valid in response to changes outside the project
- Supports Project Boards who have to plan and control activities, set priorities and allocate resources for implementation of groups of related projects
- Ensures the impact of changes on the organisations and stakeholders involved is managed and that the intended change is achieved in the optimum way
- Helps to focus management attention clearly on the realisation of benefits that are defined and understood at the outset and achieved throughout the lifetime of the project and beyond.

4.3 Senior Responsible Owner (SRO):

The SRO is a single individual with overall responsibility for ensuring the programme meets its objectives and delivers its projected benefits. It is likely the SRO will appoint Project Executives for the projects within the programme.

4.4 Programme Manager:

Overall responsibility, leadership and authority for the day to day running and success of the programme on behalf of the SRO is assigned to the Programme Manager.

4.5 Corporate Financial Manager:

The role of the Corporate Financial Manager is responsible for managing the overall programme's budget on behalf of the Corporate Director, monitoring the expenditures and costs against delivered and realised benefits as the programme progresses.

4.6 Programme Support

Programme Support Officers may provide specialist professional support to the Programme Board in such areas as Legal advice.

5.0 Project Management Team Roles

The following roles explain the normal responsibilities and tasks of each member of the Project Management team(s) allocated to, and responsible for, the delivery of one or more projects within the programme.

5.1 Project Board

The Project Board is responsible to the Corporate Board for the overall direction and management of the project and has responsibility and authority for the project within the remit (the Project Mandate) set by the Programme Board.

The Project Board is the project's 'voice' to the outside world and is responsible for any publicity or other dissemination of information about the project.

5.1.1 Specific Responsibilities

The Project Board approves all major plans and requests authorisation for any major deviation from agreed Stage Plans from the Programme Board. It is the authority that signs off the completion of each stage as well as providing authority to start the next stage. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager.

The Project Board has responsibilities set down in the PRINCE2 Manual, including but not limited to:

- approving the start of the project via acceptance of the Project Brief
- confirmation with Corporate Management of project tolerances
- specification of external constraints on the project, such as quality assurance
- approval of an accurate and satisfactory Project Brief, including that it complies with relevant customer standards and policies

- provision of overall guidance and direction to the project, ensuring it remains within any specified constraints
- review of Stage Plans and any Exception Plans
- requesting approval of Exception Plans causing major deviation from the Stage Plan from the SRO/Programme Board
- compliance with Corporate management directives
- assurance that all Deliverables have been delivered satisfactorily
- assurance that all Project Objectives have been met
- approval of the End Project Report
- approval of the Post Project Review Report and the passage of this to the appropriate group to ensure action
- project closure notification to Corporate management The Project Board directs the project.

The Project Board is ultimately responsible for assurance that the project remains on course to deliver the desired outcome of the required quality to meet the Business Case defined in the Project Brief.

5.2 Executive

The Executive is ultimately responsible for the project, supported by the Senior User and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering a product that will achieve the projected benefits. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of business, user and supplier.

Throughout the project, the Executive 'owns' the Business Need.

5.2.1 Specific Responsibilities – These are set out in the PRINCE2 Manual and include but are not limited to:

- Oversee the development of the Project Brief and Business Need
- Ensure that there is a coherent project organisation structure and logical set of plans for the delivery of the project
- Authorise stage expenditure and set stage tolerances
- Monitor and control the progress of the project at a strategic level
- Ensure that any proposed changes of scope, cost or timescale are checked against their possible effects on the Business Need
- Ensure that risks are being tracked and mitigated as effectively as possible
- Chair Project Board meetings
- Recommend future action on the project to the Programme Board if the project tolerance is predicted to be exceeded

- Approve the sending of the project closure notification to the Corporate Board

The Executive is responsible for overall business assurance of the project – that is, that it remains on target to deliver outcomes that will achieve the expected business benefits, and that the project will be completed within its agreed tolerances for budget and schedule.

The Project Board is not a democracy controlled by votes. The Executive is the key decision maker, seeking direction from the Programme Manager/SRO as appropriate with advice and commitments from others.

5.3 Senior User(s)

A Senior User is responsible for the specification of the needs of all those who will use the final product(s), for user liaison with the project team and for monitoring that the solution will meet those needs within the constraints of the Business Case in terms of quality, functionality and ease of use.

The role represents the interests of all those who will use the final product(s) of the project, those for whom the product will achieve an objective or those who will use the product to deliver the benefits. The Senior User role commits user resources and monitors products against requirements. This role may require more than one person to cover all the user interests. For the sake of effectiveness the role should not be split between too many people.

5.4 Senior Supplier(s)

Represents the interests of those designing, developing, facilitating, procuring and implementing the project. A Senior Supplier is accountable for the quality of Deliverables produced by the Design Consultant. A Senior Supplier role must have the authority to commit or acquire resources required.

5.4.1 Specific Responsibilities

- Select and appoint the Suppliers delivery Team(s)
- Agree objectives for activities
- Make sure that progress towards the outcome remains consistent from the Supplier's perspective
- Ensure that the resources required for the project are made available
- Contribute Supplier's opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Administer the delivery team contracts and resolve conflicts.

5.5 Project Manager

The Project Manager has the authority to run the whole project on a day-to-day basis on behalf of the Project Board within the constraints and tolerances laid down by the project board, in accordance with the functions set down in the PRINCE2 Manual.

The Project Manager's prime responsibility is to ensure that the project produces

the required products, to the required standard of quality and within the specified constraints of time and cost. The Project Manager is also responsible for the project producing a result that is capable of achieving the benefits defined in the Business Case.

5.6 Team Manager(s)

The Team Manager's prime responsibility is to ensure production of those products defined by the Project Manager to an appropriate quality, in a timescale and at a cost acceptable to the Project Board. The Team Manager reports to and takes direction from the Project Manager.

5.7 Project Assurance

Project Assurance provides an independent view of how the project is progressing. There are three views of assurance; business, user and supplier.

Assurance is about checking that the project remains viable in terms of costs and benefits (business assurance), checking the user requirements are being met (user assurance) and that the project is delivering a suitable solution (supplier assurance)

Given that each of the three views of assurance reflects the interest of the three principal Project Board Members, Project Assurance will be undertaken the relevant Project Board member with specific responsibilities identified with each role.

5.8 Change Authority

The Change Authority has delegated authority from the Project Board to authorise requests for change or off-specifications within tolerances which are agreed with the Project Board. Tolerances can relate to cost, time, quality, scope, benefit and risk.

For projects which may be in a dynamic environment, where there are likely to be, for example, many requests to change the initial agreed scope of the project and technical knowledge is also needed to evaluate potential changes, the use of a Change Authority role is essential to ensure that project delivery is properly managed.

Any changes which are outside of the agreed tolerances would have to be escalated to the Project Board.

5.9 Project Support

The provision of any Project Support on a formal basis is optional at the discretion of the Project Manager. Tasks need to be done by the Project Manager or delegated to a separate project support entity, and this will be driven by the needs of the project and the Project Manager. Project Support may be in the form of advice on project management tools, guidance, administrative services such as filing, and the collection of actuals, to one or more related projects. Where set up as an official

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body, Project support can act as a repository for lessons learned and a central source of expertise in specialist support tools (e.g. programming).