

Appendix 1:

Developing a Portfolio, Programme and Project Governance model for the delivery of the North Wales Growth Deal

1. Context

The North Wales Growth Deal is a complex portfolio consisting currently of 14 projects across six programmes of work, with a total value of approx. £1billion to be delivered over the next 15 years. An additional Skills Programme sits outside the terms of the Growth Deal but is a crucial component of delivering the vision for North Wales. It is to be delivered by the Programme Office, on behalf of the North Wales Economic Ambition Board (NWEAB), a partnership of six local authorities, two universities, two further education establishments and a business council.

Given the scale and complexity of the partnership and the portfolio of work to be delivered, there is a need to establish a clear model for portfolio, programme and project governance.

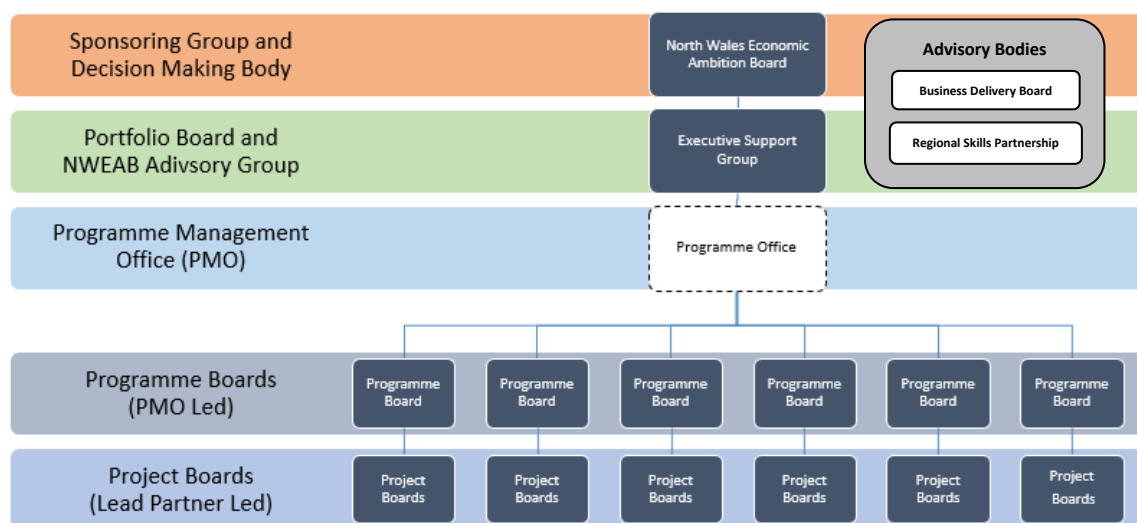
2. Adopting a best practice approach

It is proposed that the NWEAB adopt a delivery model based on a best practice approach to portfolio, programme and project management as set out in 'Government Functional Standard GovS 002: Project Delivery'.

Portfolio, programme and project management is an integrated way of meeting an organisations ambitions, driving better decisions and increasing the likelihood of successful outcomes.

3. Proposed Delivery Structure

The diagram below sets out a proposed delivery structure for the Growth Deal building on the existing structures put in place by GA1.



Strategic and Portfolio Level

NWEAB – The NWEAB serves as both the Sponsoring Group (Organisation) and the Decision Making Body. All authority below this level is delegated to relevant parties as required through a formal NWEAB decision. Our expectation is that a member of the NWEAB would take on a Lead Member role for each of the programmes and sit on the relevant Programme Board.

Executive Support Group – This group continues its role as the advisory body to the NWEAB but also acts as the Portfolio Board for the Growth Deal to support and challenge the Growth Deal Programme Director to ensure delivery. Our expectation is that a member of the Executive Support Group will act as a Senior Responsible Owner (SRO) for each of the programmes and lead the relevant Programme Board.

Programme Director – The Programme Director is accountable to the NWEAB for the delivery of the Growth Deal portfolio.

Programme and Project Level

Programme Management Office (PMO) – The PMO supports and co-ordinates activity across the programmes acting as an information hub and ensuring a consistent approach to reporting, control of risk and issues. It also acts as a valuable assurance function, providing advice and challenge to programmes and projects.

Programme Boards – Each programme will have a formal Programme Board and an appointed Senior Responsible Owner (SRO). These boards will be focused on the development (initially) and delivery of the agreed Programme Business Case, with a specific focus on the benefits and outcomes to be achieved. Programme Boards escalate to the Portfolio Board via the Programme Director.

Project Boards – Programme Boards will determine the need for specific Project Boards, however it is anticipated that all projects within the Growth Deal will require dedicated Project Boards and an appointed SRO. These boards will be focused on the development (initially) and delivery of the agreed business case, with a focus on the delivery of specified outputs. Project Boards escalate to the Programme Board.

Programme Board Membership

Each Programme Board will have an agreed Terms of Reference setting out the remit of the Board as well as clear protocols on how conflicts of interest are dealt with.

The membership structure of the Programme Boards will be as follows:

- Senior Responsible Owner (from the Executive Support Group)
- Programme Manager (Programme Office)
- NWEAB Lead Member
- NWEAB Partner Representatives - maximum of 9 (Officers)

The Lead Member representative will act as a link between the Programme Board and the NWEAB.

The NWEAB will appoint the Lead Member representative for each Programme Board. All other Programme Board appointments to be made by the Programme Director in consultation with the Executive Support Group and the NWEAB Monitoring Officer.

Programme Boards will be structured to ensure there is a balanced representation across partners. Partner representatives appointed to the Programme Boards will be expected to have a level of seniority within their respected organisations.

Monitoring and Reporting Arrangements

Appropriate monitoring and reporting arrangements will be put in place at each level

Conflicts of Interest

As part of the development of this governance model and GA2 a Conflict of Interest Protocol will be developed. This will extend from the current Code which focuses on personal interests into the interests of organisations and bodies who may have multiple roles encompassing both the delivery of projects and the approvals and scrutiny role on a commissioning side. The Protocol will ensure that such conflicts are defined, identified and managed so as to ensure that stakeholder and public confidence in the propriety of the processes is demonstrably ensured.

4. Relationship with existing Sub-Committees and Sub-Groups

Sub-Committees

The NWEAB has established a Transport Sub-Board which is a formal sub-committee but the NWEAB has not moved forward with the wider structure envisaged in GA1. The approach to sub-committees and sub-groups will be reviewed as part of the development of GA2 with a view to creating a model which reflects the developing understanding of the appropriate governance and accountability structure. Growth Deal programme delivery will not be managed at committee level, however appropriate monitoring and reporting arrangements between Programme Boards, and the NWEAB will be established.

Sub-groups

There are two informal sub-groups currently in place for the Energy and Digital programmes. It is proposed that these sub-groups are replaced by the new Programme Boards to provide more focus on delivery and clearer governance and accountability.

5. Relationship with Advisory Bodies*

Business Delivery Group

As set out in its Terms of Reference, the Business Delivery Group (BDG) acts an advisor to the NWEAB and will play a key role in the development of programme and project business cases ensuring the views and expertise of the private sector inform the development and prioritisation of projects. The Programme Office will work with the Chair of the BDG to establish the relevant feedback and reporting mechanisms through to the Executive Support Group and the NWEAB.

Regional Skills Partnership

The Regional Skills Partnership (RSP) sits outside the governance structure of the NWEAB with a specific mandate from Welsh Government, however the RSP will play a key role in the delivery of the Skills Programme both as an advisor to the Board as well as providing a structure through which the Board could commission from the RSP Programme Office specific pieces of work.

** While only two advisory bodies are reflected here, there are a number of other advisory bodies across the region that support the work of the Board, for example the Regional Tourism Forum.*