



Appendix 2: Programmes Board – DRAFT Terms of Reference (Generic)

Governance

Programme Boards are a key part of the North Wales Economic Ambition Board's PPM (Portfolio, Programme and Project) delivery structure as shown below. They are officer led governance groups.

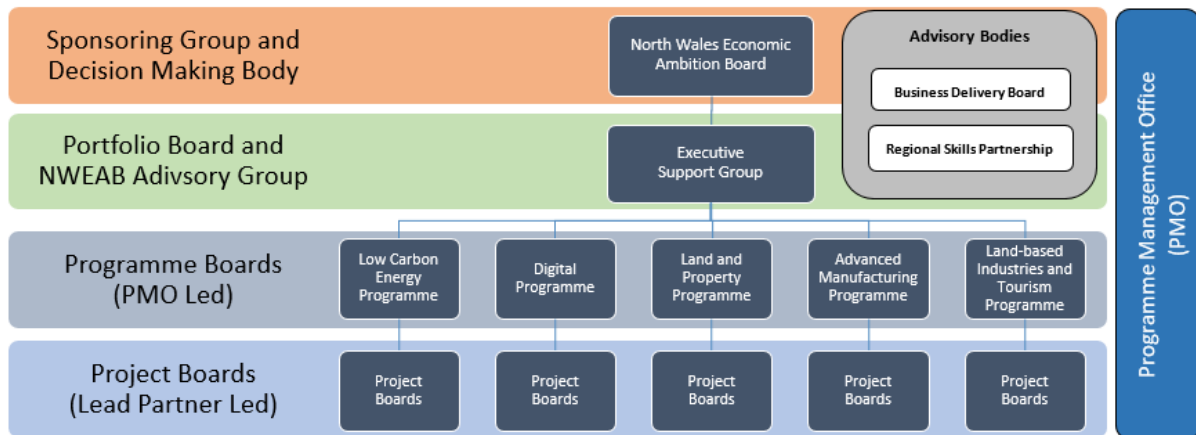


Diagram 1: North Wales Economic Ambition Programme Delivery Structure

Purpose

The Programme Board has the following responsibilities:

- Oversee the development and subsequent reviews of the Programme Business Cases;
- Oversee the development of project business cases within the Programme;
- Prepare recommendations to the Portfolio Board and the North Wales Economic Ambition Board relating to the programme and its projects;
- Oversee the performance and delivery of the programme and its projects, reporting to the Portfolio Board and the North Wales Economic Ambition Board;
- Responsible for risk and issue management within the Programme (including those escalated from project level), escalating when necessary to the Portfolio Board and the North Wales Economic Ambition Board;
- Provide advice to the North Wales Economic Ambition Board on matters relating to strategic direction of the programme and the North Wales Growth Vision.

Business Case

The approved Programme Business Case will set out the strategic, economic, commercial, financial and management cases that the Programme Board will deliver against.

Senior Responsible Owner

The Programme Director is the Senior Responsible Owner (SRO) for the North Wales Growth Deal. The North Wales Economic Ambition Board shall appoint a Programme SRO to lead the programme and support the Programme Director to deliver. The Programme SRO may appoint a Deputy from within the Programme Board.

Accountability

The Programme Director is accountable to the North Wales Economic Ambition Board for the delivery of the North Wales Growth Deal and its programmes. The Programme Directors is supported in this role by the Programme SRO, the Programme Board and the Programme Office.

Reporting

The Programme Board shall produce monthly performance reports which will be submitted to the Programme Office. Each quarter these reports will be submitted to the Portfolio Board and the North Wales Economic Ambition Board. Where necessary the Programme Director will escalate issues to the Portfolio Board and North Wales Economic Ambition Board outside the normal reporting cycle.

All reports to the North Wales Economic Ambition Board will be submitted as draft to the Portfolio Board to consider.

Decision Making Powers

The Programme Board shall have no formal decision making powers. The North Wales Economic Ambition Board may choose to delegate some powers to the Programme Director in relation to the delivery of approved business cases.

It is not envisioned that the Programme Board will require voting arrangements, with agreement being reached by consensus. Where alternative views and opinions are expressed, these will be recorded and included in any reporting process.

Membership

The Membership of the Programme Board is as follows:

Core Membership	
Programme SRO	
Programme Manager	
Lead Member	
Partner Representatives (max 9)	
Non-Core Members (may occasionally attend Programme Boards)	
Programme Office	Alwen Williams – Programme Director Hedd Vaughan-Evans – Operations Manager
Project Leads (Non-Partner Organisations) or Project Managers	Invited at the discretion of the SRO for specific agenda items.
Regional Skills Partnership	
Business Council	Note: Only for Boards they are not core members of.
Agenda Specific Attendees	Invited at the discretion of the SRO to present specific agenda items.
Corporate Services	Representatives from Corporate Services as required e.g. Finance, Legal, Procurement.

The Roles and responsibilities of Programme Board members are set out in Appendix A.

Chair

The Programme Board shall be chaired by the Senior Responsible Owner (SRO). In their absence the Programme Board shall be chaired by the Deputy SRO or Programme Manager.

Proceedings of meetings

Agendas and papers for Programme Board meetings shall be circulated at least five working days before the meeting.

Records of each Programme Board shall be taken including any action points and will be approved at the next meeting. This role will be undertaken by the Programme Office.

Quorum

For the Programme Board to agree and submit recommendations, at least 50% of the core membership including the SRO (or nominated Deputy) shall be present.

Frequency

The Programme Board shall meet initially monthly. The frequency of meetings will be reviewed as the programme matures.

Programme Board Support

Support will be provided by the Programme Office.

Review

A review of the Terms of Reference will take place at least annually, however may be instigated at any point by the Senior Responsible Owner or the Programme Office.

Appendix A – Roles and responsibilities of Programme Board Members.

Appendix B – Standard Agenda Template

Appendix A – Roles and responsibilities of Programme Board Members.

Role	Responsibility
Programme Board Member (Collective Responsibility)	<ul style="list-style-type: none"> ▪ Act in the best interests of the North Wales region; ▪ Ensure the Programme Board delivers on its responsibilities as set out in the Terms of Reference; ▪ Prepare for meetings, contribute to discussion items and support/challenge where necessary; ▪ Work collaboratively as part of the Programme Board to solve programme issues, overcome obstacles, maximise impact and ensure benefits realisation; ▪ Act as advocates for the Programme.
Programme Director (Portfolio SRO)	<ul style="list-style-type: none"> ▪ Overall responsibility and accountability for the delivery of the programme and its projects; ▪ Ensure strategic fit of programme objectives and benefits with relevant strategies and wider Growth Vision; ▪ Ensure the programme and projects are subject to review and assurance processes at appropriate stages; ▪ Manage the resources of the Programme Office to support delivery.
Programme Senior Responsible Owner (SRO)	<ul style="list-style-type: none"> ▪ Chair and provide strategic leadership to the Programme Board – agree agendas and forward work programme with the Programme Manager; ▪ Ensure the Programme Board remains focused on delivering the benefits and outcomes set out in the Programme Business Case; ▪ Advocate for the programme, ensuring the vision and outcomes are clearly understood by the Programme Board. ▪ Ensure strategic fit of projects within programme; ▪ Provide support to the Programme Manager to manage risks and resolve issues; ▪ Act as a link between the Programme Board and the Portfolio Board.
Deputy SRO	<p>To be appointed by the SRO from the Partner Representatives to:</p> <ul style="list-style-type: none"> ▪ Deputise for the Senior Responsible Owner in their absence. ▪ Support the SRO to deliver on their responsibilities.
Programme Manager	<ul style="list-style-type: none"> ▪ Plan the programme, making recommendations to the Programme Board; ▪ Manage and monitor a Programme Plan for the Programme Board to track, control and deliver the programme outcomes and benefits; ▪ Prepare monthly performance reports; ▪ Be responsible for programme and project assurance, including external assurance (e.g. Gateway Reviews); ▪ Manage the dependencies and interfaces between projects. ▪ Maintain Programme Risks and Issues Registers and manage the risks and issues to successful outcomes; ▪ Initiate extra actions where deficits in the programme are identified; ▪ Ensure that projects are delivered to the relevant standards as set out in the Programme Business Case.
Lead Member	<ul style="list-style-type: none"> ▪ Represent the North Wales Economic Ambition Board; ▪ Act as a link between the Programme Board and the North Wales Economic Ambition Board; ▪ Support the SRO and Programme Manager to ensure the Programme Board remains focused on the delivery of programme benefits and outcomes.
Partner Representatives	<ul style="list-style-type: none"> ▪ Represent their partner organisation and act as a link between the partner organisation and the Programme Board; ▪ Provide relevant or technical expertise/knowledge; ▪ Provide a clear focus on benefits realisation; ▪ Undertake any actions as agreed at the Programme Board.

Appendix B – Standard Agenda Template

[Programme Name]

Programme Board

Agenda

[Insert Date]

Item	Owner	Timeslot
1. Apologies	SRO	0- 5 min
2. Actions from previous meeting	SRO	5-15 min
3. Programme Office Update	Programme Manager	15-25 min
4. Programme Dashboard	Programme Manager	25 – 50 min
5. Risks and Issues	Programme Manager	50 – 60 min
6. Report 1	Report Author	60 – 75 min
7. Report 2	Report Author	75 – 90 min
8. Report 3	Report Author	90 – 105 min
9. Forward Plan	Programme Manager	105 – 115 min
10. A.O.B	SRO	115 – 120 min