

## Appendix 1- North Wales Growth Deal – Senior Leadership Responsibility

### Growth Deal: Current arrangements and proposed change

The Growth Deal's Portfolio Director undertakes the role of SRO for the Growth Deal. Governments have asked that the roles be separated in accordance with other Growth Deals. This approach mirrors how Welsh Government assign SROs to large projects and is designed to ensure there is sufficient senior challenge and support for the team leading and delivering the Growth Deal. It differs to the approach outlined in the Infrastructure and Projects Authority (IPA) guidelines whereby the SRO is dedicated to the role. ([Appendix 1](#) sets out the comparison of SRO and PD roles as defined by the IPA)

This document sets out the split of responsibilities and accountability between three senior leadership roles that will play a key role in the effective delivery of the Growth Deal within the new Corporate Joint Committee structure. It has been designed for North Wales and in practice, all three roles will work closely together to ensure that the Growth Deal has effective leadership, challenge and support mechanisms and is able to deliver the benefits set out in the Portfolio Business Case for the region.

**Senior Responsible Owner (SRO)** – The SRO is accountable for the delivery of the portfolio scope and objectives as agreed by the Economic Ambition Board including any changes that may impact on this, project prioritisation and selection and ultimately project closure. The SRO will provide guidance and support to the Portfolio Director in relation to any risks, issues or challenges that may impact on the ability of the Growth Deal to deliver its objectives.

**Portfolio Director** – The Portfolio Director is responsible for the delivery of the Growth Deal and accountable for a number of associated delivery functions including performance and risk management, stakeholder communication and engagement and benefits realisation. The Portfolio Director will work closely with the SRO and CJC Chief Executive on those areas where they hold ultimate accountability.

**CJC Chief Executive** – The CJC Chief Executive is accountable for the operation of the CJC and all its functions which will include the Growth Deal and associated delivery resources. The Chief Executive therefore will play a key role in supporting and line managing the Portfolio Director and will have ultimate accountability for budget, resources, and compliance as well as the culture and values of the organisation.

The RACI table on the next page sets out the split of responsibilities across a number of key functions.

### RACI Table – Specific to Growth Deal

The table below sets out the responsibility split between the roles, in particular showing who is accountable to the Economic Ambition Board for various aspects of delivery:

| Activities/Tasks                                 | Portfolio Director (PD) | Senior Responsible Owner (SRO) | Host Authority / CJC Chief Executive |
|--------------------------------------------------|-------------------------|--------------------------------|--------------------------------------|
| Portfolio Scope and Objectives                   | R (Responsible)         | A (Accountable)                | I (Informed)                         |
| Budget Allocation and Resources                  | R                       | C (Consulted)                  | A                                    |
| Risk Management                                  | A                       | R                              | A                                    |
| Stakeholder Engagement and Communication,        | A                       | C                              | C                                    |
| Culture and Values                               | R                       | C                              | A                                    |
| Monitor Overall Portfolio Performance            | A                       | C                              | C                                    |
| Project Prioritisation and Selection             | R                       | A                              | C                                    |
| Change Management Oversight                      | R                       | A                              | C                                    |
| Ensure Compliance with Regulations               | R                       | C                              | A                                    |
| Benefits Realisation                             | A                       | C                              | I                                    |
| Portfolio Closure and Post-Implementation Review | R                       | A                              | I                                    |

#### **RACI Key:**

**R (Responsible):** Does the work to complete the task.

**A (Accountable):** Ultimately accountable for the correct and thorough completion of the task, and the one who delegates the work to those responsible.

**C (Consulted):** Needs to give input before the work can be done and signed-off on.

**I (Informed):** Needs to be kept in the loop on progress or decisions, but no input is required.

## Purpose of the SRO and Portfolio Director roles

| Purpose of the role        |                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                            | Senior Responsible Owner (SRO)                                                                                                                                                                                                                                                                                              | Portfolio Director                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Purpose of the role</b> | The senior responsible owner is accountable for ensuring that the North Wales Growth Deal's portfolio meets its objectives, and delivers the required outcomes, and benefits. The SRO is accountable to the Welsh Cities & Growth Deal Implementation Board. The senior responsible owner steers and champions the project. | The portfolio director directs the portfolio of projects and is accountable to the senior responsible owner for establishing the governance framework and for the day-to-day management of a programme/project to deliver the desired outcomes and outputs and realise the required benefits. They are responsible for driving the delivery of the project and overseeing it to ensure that the objectives are clearly defined and achieved within the agreed time, cost, and quality constraints. |
| <b>Typical profile</b>     | Owens the overall design of the project and the PMO organisation.                                                                                                                                                                                                                                                           | Establishes the PMO organisation in line with the agreed                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Accountabilities           |                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Leadership</b>          | Provides overall leadership, decisions, challenge, and direction.                                                                                                                                                                                                                                                           | Leads and manages the team leading the programmes and projects on a day-to-day basis.                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Design</b>              | Owens the overall design of the project and the temporary organisation needed to deliver it.                                                                                                                                                                                                                                | Establishes the PMO in line with the agreed organisational design and within the agreed budget.                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Delivery</b>            | Delivers the project objectives and projected outcomes, and realisation of the benefits set out in the business case.                                                                                                                                                                                                       | Creates and leads the programmes and projects to deliver the agreed outcomes within time, cost, and quality constraints.                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Project Management</b>  | Provides strategic guidance to the project director and sets key strategic delivery parameters.                                                                                                                                                                                                                             | Provides effective leadership and management controls. Sets programme and project controls and key decision points                                                                                                                                                                                                                                                                                                                                                                                 |

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|                               |                                                                                                                                                                                                                 | required to ensure delivery. Designs the PMO structure and organisation appropriate to the Growth Deals phase. Sets appropriate delivery methodologies. Manages effective transition between phases.                                                                                                     |
| <b>Business Case</b>          | Owns the portfolio business case, ensures, and assures, ongoing viability. Must refer any significant concerns about feasibility, value for money, regularity, or propriety to the relevant accounting officer. | Develops the business case and supports the SRO in delivering the business case objectives.                                                                                                                                                                                                              |
| <b>Budget</b>                 | Secures budget against the business case throughout the life of the project                                                                                                                                     | Develops the budget and delivery within budget                                                                                                                                                                                                                                                           |
| <b>Resources</b>              | Appoints the portfolio director, agrees the responsibilities and authority of the role, and secures other resources necessary to deliver the project.                                                           | Identifies skill requirements for all stages of the Growth Deal. Recruits' resources within budget constraints and effectively deploys them. Builds the PMO team; delegates roles and responsibilities, develops capability and fosters innovation                                                       |
| <b>Benefits realisation</b>   | Oversees and drives benefits realisation, including ensuring benefits ownership following completion of the delivery.                                                                                           | Translates agreed business case benefits into project outcomes and manages delivery of those outcomes.                                                                                                                                                                                                   |
| <b>Stakeholder Management</b> | Influences and manages the environment into which the Growth Deals outcomes will be delivered, including relationships with key stakeholders, business owners and impacted parties.                             | Ensures stakeholder interests are identified and addressed. Manages stakeholder communications and ensures buy-in. Forms collaborative relationships with key stakeholders both internally and externally. Works collaboratively with the senior responsible owner to jointly manage senior stakeholders |
| <b>Risks and Issues</b>       | Manages strategic risks in the operating environment.                                                                                                                                                           | Manages risks and issues and escalates to the senior responsible owner where appropriate.                                                                                                                                                                                                                |

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| <b>Governance</b>           | Ensures appropriate project governance is in place and chairs the project board.                                                                                                                             | Provides all reporting as required by the senior responsible owner. Establishes and manages quality assurance and change control                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Assurance</b>            | Ensures appropriate assurance and agrees the level and frequency of assurance reviews.                                                                                                                       | Engages on assurance activities and reviews and acts on recommendations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Guidance and support</b> | Available to the portfolio director to coach, advise, provide strategic direction, assist with conflict resolution and make timely decisions.                                                                | Provides support, guidance and coaching for the PMO team. Promotes effective individual and team performance.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Planning and Control</b> | Agrees and owns the portfolio's vision and success criteria with the portfolio director. Ensures the strategic direction of the project remains aligned with any changes in political or business priorities | Develops and agrees the vision and measurable success criteria with the senior responsible owner. Develops and maintains the project plan and integrates with other interdependent projects. Monitors and controls project progress and performance and reports regularly to the Senior responsible owner. Ensures appropriate standards, good practice and lessons learned are sought and applied. Ensures the product / transition deliverables are well defined and agreed with stakeholders. Ensures effective change control is in place to agree and document changes to project scope and deliverables as agreed with the senior responsible owner and other stakeholders. Manages project closure and sign-off. |