

# **MAJOR PROJECTS PORTFOLIO BOARD**

## **TERMS OF REFERENCE**

**Corporate Programmes  
Strategic Services Directorate  
Guildford Borough Council**

Release: 3.1

November 2020

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## **Major Projects Portfolio Background**

Established by decision of the Council's Executive in January 2016, Guildford Borough's Major Projects Team (renamed to Corporate Programmes in 2019 following the implementation of Future Guildford Phase A) has been set up to proactively deliver sustainable regeneration of previously developed land (PDL) in the town, and to bring forward the infrastructure necessary across the borough to support the ambitious growth agenda set out in both the Council's Corporate Plan 2018-2023 and Adopted Guildford Borough Local Plan 2015-2034.

The Corporate Programmes Team is part of the permanent establishment and sits within the Council's Strategic Services Directorate. In addition to the work undertaken by permanent staff within the Team, other major projects of over £1m in capital are being progressed elsewhere in the Council or by consultants.

The Corporate Programmes Team has a number of delivery objectives as set out in the Guildford Town Centre Regeneration Strategy (January 2017) revolving around property and regeneration of PDL, infrastructure resilience, unlocking growth and enhancing the Council's transport network borough-wide for the benefit of all modal users and encouraging, promoting and facilitating sustainable transport initiatives and schemes. A crucial role of the portfolio is to support the strategic objectives identified in the Adopted Guildford Borough Corporate Plan 2015-2034 and to deliver the projects/actions assigned to the Team therein.

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## **Board Purpose and Duties**

1. Provide the overarching overview of the Major Projects Portfolio deliverables and to act as the primary reporting group for the Corporate Programmes Team and the Weyside Urban Village (WUV) Development Programme Team, and for all other projects within the Council that have a capital value of £1,000,000 or more.
2. Agree the overall programme goals, objectives and priorities for the Major Projects portfolio and monitor programme progress, finances and impact.
3. Provide a robust challenge and scrutiny function for the work of both the Corporate Programmes Team and the WUV Development Team.
4. Manage high-level interdependencies and risks associated with the Portfolio and work programme.
5. Ensure the Portfolio delivers against its outcomes, key performance indicators (KPIs), budgets, timescales and business benefits, as identified within individual business cases, where possible, and ensure it meets the business needs of the Council.

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6. Ensure that Project Managers and leads are adequately supported in their work and are held to account for the delivery of their responsibilities.
  7. Ensure that the Portfolio Board takes full consideration of and meets national strategic targets and key milestones.
  8. Agree and implement mechanisms for reviewing the progress of the Portfolio products and deliverables, identifying problems and plans for resolution.
  9. Develop effective communication channels with key external implementation partners to ensure Portfolio deliverables are achieved for the infrastructure and regeneration programmes.

## **Roles and responsibilities**

### **Chair**

- To effectively chair and facilitate Board meetings to ensure agenda is covered and views of Board Members are actively sought and considered.
- To agree presentation topics in advance of the Board meeting.
- Commit to effective and efficient programme governance.
- Arbitrate when disagreements arise and seek resolution.

### **Deputy Chair**

- To stand in for, and undertake the duties of, the Chair where required.

### **Senior Responsible Officer**

- Responsible for the success of the Portfolio and regeneration and infrastructure projects, ensuring the Board remains focused on achieving its objectives and realising the expected benefits and aligning objectives with the Corporate Plan 2018-2023.
- Promote partnership working to engender trust amongst board members and encourage creative and collaborative relationships to develop.
- Provide stability in the development, adoption and maintenance of the regeneration and infrastructure programme.
- Encourage and facilitate frank and open conversations that may at times be difficult, working towards consensus amongst all members.
- To present progress updates to the Board on specific projects or to arrange for the Programme Manager, Project Managers or other appropriate officers to do so.
- Take the lead in taking forward actions requested by the Board.

### **Programme Manager**

- To stand in for, and undertake the duties of, the Senior Responsible Officer where required.

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- Track progress and monitor the delivery plan for the programme.
  - Develop a programme/portfolio risk register to align with the Corporate Risk Register.

### **Major Projects Support Officer**

- Be responsible for all aspects of organising and servicing the Portfolio Board meetings, including, but not restricted to: making room bookings and meeting arrangements, sending invitations, preparing and circulating agendas, compiling and circulating monthly monitoring reports to Board Members, and other duties necessary to ensure effectiveness and smooth running of the Board.
- To attend Board meetings and take an accurate note of the discussion and any action points arising and then forward the draft minutes to the Chairman for their informal agreement before circulating to the wider Board.

### **Board Members**

- To support, scrutinise and challenge the work of both the Corporate Programmes Team and the WUV Development Team.
- Facilitate change and champion the regeneration and infrastructure programme to both internal and external stakeholders.
- Review papers, attend meetings and complete any actions as may be assigned to them, as agreed.
- Seek to reach consensus opinions within the Board wherever practicable and consider matters from other perspectives, including the public and staff.

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### **Meeting frequency and housekeeping**

- The Board shall meet once a month, unless otherwise agreed by the Chair/Deputy Chair, at Guildford Borough Council's offices at Millmead.
- The agenda, monthly monitoring report and any other relevant papers shall be circulated to all Board Members at least three working days in advance of the meeting.
- Minutes, actions and any presentations slides will be circulated to all Board Members within five working days after the meeting.
- Reports on progress, both in terms of the programme itself and key individual projects shall be submitted to the Corporate Management Team and Executive on a regular basis, as and when required, or at the request of the Board.
- If a Board Member is unable to attend a particular Board meeting, they shall send their apologies in advance via email, or verbally, to the Support Officer.
- Board Members may send a suitable officer as a substitution if they are unable to attend.

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## Board Membership

Members of the Major Projects Portfolio Board shall include the following councillors (to be advised) and the officers listed in the table below:

Major Projects Portfolio Board			
Cllr John Rigg	Cllr Joss Bigmore	James Whiteman	Elizabeth Fleming
Cllr Caroline Reeves	Cllr Tim Anderson	Claire Morris	Claudia Frost
Cllr Ramsey Nagaty	Cllr Chris Blow	Dawn Hudd	Michael Lee-Dickson
Cllr Paul Spooner	Cllr Jan Harwood	Ian Doyle	Tim Dawes
			Emma McBriarty
			Sarah White / Diane Owens

- Other Senior Leaders and key officers from across the Council will be invited to attend meetings in respect of specific agenda items, or to present updates on projects, as required.

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## Review

The terms of reference and membership of the Major Projects Portfolio Board shall be reviewed on at least an annual basis, or as otherwise required due to personnel changes or specific request of the Chair.

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**END**