

## **Capital Ambition Delivery Programme**

### **Draft Terms of Reference**

#### **Introduction**

Cardiff Council has established a Capital Ambition Delivery Programme Board. The overall purpose of the Capital Ambition Delivery Programme Board will be to manage delivery of the Capital Ambition Delivery Programme within Cardiff Council and provide the Cabinet Performance & Delivery Group with regular reports on plans, progress, risks and issues that emerge from the delivery of this Programme.

#### **Senior Responsible Owner**

The Chief Executive will be the Senior Responsible Owner (SRO) and as such will have overall responsibility for the Programme, ensuring that it meets the stated objectives and realisation of benefits.

#### **Membership**

Membership of the Capital Ambition Delivery Programme Board will be all members of the Council's Senior Management Team (SMT).

#### **Programme Management Office**

The Organisational Development (OD) Team will be the Programme Management Office (PMO) for the Capital Ambition Delivery Programme.

The Operational Manager of the OD Team will be the Programme Manager for the Capital Ambition Delivery Programme.

It is important to distinguish between the two distinct roles of the PMO. One is to provide support and guidance to the projects and initiatives. The other is to be the home for governance and control, including standards, approvals, financial monitoring, assurance, provision of health checks etc., and as such must be independent of the initiatives.

## Reporting

- The Programme Manager within the OD Team will ensure monthly reporting to the SRO and the Capital Ambition Delivery Programme Board.
- On a quarterly basis the Cabinet Performance & Delivery Group will receive progress of the Programme; progress on the fundamental service reviews and updates on strategic performance.
- Two portfolio boards will be set up; each chaired by a Corporate Director, to resolve operational issues, understand progress of the projects and initiatives within each portfolio, and escalate matters to the Capital Ambition Delivery Programme Board.
- An annual review of progress of the Capital Ambition Delivery Programme will be provided to Cabinet and the Policy Review & Performance Scrutiny Committee.

## Responsibilities

The responsibilities of the **Capital Ambition Delivery Programme Board** will be:

- To manage the smooth transition from the Organisational Development Programme to the Capital Ambition Delivery Programme, ensuring clear sight of delivered projects, agreement on projects that should continue to be delivered in the Capital Ambition Delivery Programme and management of residual risk.
- To be accountable for the design and development of the Capital Ambition Delivery Programme.
- To ensure the effective delivery of the Capital Ambition Delivery Programme in line with Cardiff Council's vision and stated benefits:
  - To monitor progress against the agreed Programme and gain assurance on delivery;
  - To ensure that the work of the individual projects and initiatives align clearly with the Council's Corporate Plan and Medium Term Financial Strategy;
  - To ensure effective management of the interdependencies of individual Capital Ambition Delivery Programme projects and initiatives and that plans are aligned;
  - To receive, advise and escalate risks and issues, as appropriate, to the Cabinet Performance & Delivery Group;
  - Ensure that the Capital Ambition Delivery Programme clearly links, and integrates, with the Council's existing governance structures and established boards.

- Establish new governance arrangements to ensure key programmes are delivered at the required pace.
  - Review the resources required to deliver the Capital Ambition Delivery Programme.
  - Approve any new project prior to inclusion in the Capital Ambition Delivery Programme.
- To ensure effective management of activities relating to handover to business as usual and the closure of any projects/programmes.
  - To co-ordinate and manage programme assurance management activity, as directed by the Cabinet Performance & Delivery Group.

The responsibilities of the **Cabinet Performance & Delivery Group** will be:

- Authorising the Capital Ambition Delivery Programme.
- Appoint the Programme's Senior Responsible Owner.
- To provide strategic support and advice on the development and implementation of the Capital Ambition Delivery Programme.
- To ensure that the Capital Ambition Delivery Programme acts as a single, integrated and holistic improvement plan and that it is clearly understood and communicated internally and externally.
- Resolving strategic and directional issues between programmes, which need the input and agreement of senior stakeholders to ensure the progress of change.
- To consider whether effective governance and decision-making arrangements are in place to respond to key challenges and manage change.
- To analyse the output from the Fundamental Service Reviews and consider any service improvement plans that are to be put in place following such reviews.
- To consider strategic performance issues at each meeting and analyse and make recommendations to assist Cardiff Council to make a 'step change' in performance and improvement.
- Participating in end-of-tranche reviews and approving progression to the next tranche of the programme.
- To consider whether organisational capacity and resources are focused in the right areas in order to deliver the required improvement.

**Information Requirements**

All relevant programme documentation will be managed and stored via SharePoint and the Council's Project Management Database.