PSDS Project Board
Terms of Reference

Introduction

It was agreed at the meeting of _____ that the PSDS Project Board be formed under the following Terms of Reference.

Background

- The City of London have been awarded grant funding, to the value of value: £9,445,944 to deliver our application to the Public Sector Decarbonisation Scheme (PSDS). The conditions of this award are set out in the supporting documentation: Grant Offer Letter, Memorandum of Understanding.

- The application includes 26 individual projects to upgrade M&E building services (heating, cooling, ventilation, and lighting) and improve building controls and energy metering across the following sites: Guildhall, Barbican Arts Centre, Guildhall School of Music and Drama (GSMD), and the London Metropolitan Archives (LMA).

- The grant covers 100% of the estimated capital costs for the projects set out in the application, including a contingency allowance.

- The project is estimated to deliver carbon savings of c.1,5 ktCO2e/yr and energy cost savings of c.£875k/yr.

Membership and roles

The initial membership is set out in the following table. It is proposed that the following are required as a minimum for the first board meeting, at which a decision could be made on expanding the membership.

Post in City of London	Project role
Chairman of Corporate Asset Sub-Committee	Chairman*
Deputy Chairman of Corporate Asset Sub-Committee	Deputy Chairman*
City Surveyor, City Surveyors	Project Sponsor
Head of Energy & Sustainability, City Surveyors	Senior Responsible Officer*
New external hire (TBC), within City Surveyors	PSDS Programme Manager*
Head of Facilities Management, City Surveyors	Key Stakeholder
Project Director, City Surveyors	Key Stakeholder
Assistant Director Strategic Finance, Chamberlains' Department	Advice over financial matters
(TBC), Chamberlains' Department (Procurement)	Advice over procurement matters
Director of Operations and Buildings (Barbican)	Key stakeholder: Barbican Arts Centre, GSMD
Guildhall Manager, City Surveyors	Key stakeholder: Guildhall

*see Appendix A for details of specific duties for this role.

Note: other attendees and external stakeholders will only be invited to join the Project Board meeting when appropriate. Appendix B sets out officer posts and teams who will be expected to regularly attend board meetings to contribute when asked to do so.

Note: only a single smaller scale project is proposed for the LMA, and therefore this is expected to be delivered through standard project arrangements – hence no representation of LMA stakeholders is proposed for the board.

Terms of reference

i. The scope of the remit and decision-making for the Project Board is limited to the delivery of the PSDS Project.

ii. The PSDS Project Board will be dissolved once the PSDS Project is concluded or as agreed by a decision of Project-Subcommittee.

The Project Board is also responsible for ensuring the following items specific to the PSDS Project:

iii. That the PSDS Project is delivered in accordance with the grant conditions set out in the Grant Offer Letter and Memorandum of Understanding.

iv. That the Project commences before 31st March 2021.

v. That the project is delivered by 30th September 2021, or a later date (up to 31st March 2022) as agreed with Salix.

The Project Board is also responsible for ensuring the following standard items:

vi. That the business need or opportunity has been identified correctly and is supported by robust information

vii. That all elements of the Project Proposal and subsequent Project Initiation Document (PID) and the project success criteria are clearly defined and agreed with the client

viii. The solution meets the brief set out in the PID, is consistent with the Corporate Plan, makes sense commercially and provides best value for money

ix. All project risks are identified, owned and mitigation actions managed. In particular the project board will focus its attention on the progress of works and expenditure to ensure not works are undertaken after the cut off deadline for funding.

x. The project board will agree on the recommendation of City Procurement a procurement strategy and will review progress against this strategy at each meeting.

xi. That health and safety is paramount, and the Project Board is executing its duties as 'client' under CDM regulations (separate guidance on these responsibilities is available on the intranet)

xii. All stakeholders are consulted and appropriate buy-in achieved

xiii. The design and method of execution is best value for money and reflects the likely availability of resources, both in terms of the initial investment and any ongoing resource requirements

xiv. The project follows the City's agreed Project Procedure, or alternative arrangements where they have been approved

xv. Project controls are in place

xvi. The solution is successfully delivered and integrated seamlessly in to use

xvii. That benefits are achieved, and learning is captured and shared with the Town Clerk's Programme Office

Delegated authority

The committee paper 'PSDS Project Approval and Governance' recommend delegated authority to expedite the project approval process. This section of the ToR should explicitly detail these arrangements if approved.

This authority was approved at the meeting of _____.

Project Board meetings

The PSDS Project Board shall meet at least fortnightly and more frequency at the discretion of the Chairman, it is anticipated that the board may need to meet frequently at sometimes due to the tight timeframe of the project delivery.

Minutes for all meetings will be recorded and issued to the relevant committees and boards for information.

Reporting

The PSDS Project Board will receive at each meeting details from the Senior Responsible Officer of the progress of works committed to date, the spend incurred, and any further proposed commitments, together with early warning of any delays or other issues.

The PSDS Project Board will be responsible for all reporting to the grant funding administrator, Salix, and any other reporting as required under the *Grant Offer Letter* and *Memorandum of Understanding*. The Senior Responsible Officer shall keep the board informed, on a timely basis, of all correspondence received from Salix and advise any concerns that Salix may have raised.

The Senior responsible Officer will provide details of all monitoring returns that have been submitted to Salix on a timely basis so the board can have oversight of the returns being made

Key Project Board activities and collective responsibilities

The key activities of the Project Board are divided in to three areas and will include the activities set out in Appendix C:

- Leadership
- Governance & Risk Management
- Communication & Support

Appendix A.

Role	Duties
Chairman	Provide leadership and direction to the board.
Senior Responsible Officer	The Senior Responsible Officer is responsible for the project. He or she is accountable to the Chief Officer of the client department for the project who, in turn, is accountable to the Spending Committee for the Project. The Senior Responsible Officer's role is to ensure that the project is focused throughout its life on achieving its objectives and delivering a product that will achieve the forecast benefits. The Senior Responsible Officer has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of the business, user and supplier. In addition to the Project Board's collective responsibilities, the Senior Responsible Officer will: • Design and appoint the project management team in conjunction with the Chief Officers of the other departments affected and the Town Clerk's Programme Office • Oversee the development of the project documentation and reports, ensuring that the project is aligned with corporate strategies • Secure the funding for the project • Monitor and control the progress of the project at a strategic level • Escalate issues/risks to corporate/programme management if project tolerance is forecast to be exceeded • Ensure that risks are identified, assessed and controlled • Make decisions on escalated issues, with particular focus on continued business justification • Organise and Chairman Project Board reviews • Ensure overall business assurance of the project – that it remains on target to deliver the expected business benefits, and that the project will be completed within its agreed tolerances.
Programme Manager	The Programme Manager has the authority to run the project on a day-to-day basis on behalf of the Senior Responsible Officer and the Project Board within the constraints laid down by them. The Programme Manager's prime responsibility is to ensure that the project is delivered within the specified tolerances of time, cost, quality, scope, risk and benefits. The Programme Manager is also responsible for the project producing a result capable of achieving the defined benefits. Acts as the Project Board's representative throughout the project, providing reports and information to the Project Board and ensuring the outputs and action points are effectively recorded and actioned. The Programme Manager is responsible for the safe and efficient delivery of the chosen solution. **The Programme Manager's responsibilities include the following:** • Prepare the relevant project documentation and agree them with the Senior Responsible Officer and the Project Board • Prepare all reports required for Member and Officer level groups • Maintain and update the required information on Project Vision • Liaise with the Town Clerk's Programme Office and the local programme office if there is one to ensure that work is neither overlooked nor duplicated by related projects • Liaise with any external suppliers or account managers • Lead and motivate the project management team

	• Ensure that behavioural expectations of team members are established
	• Manage the information flows between directing and delivering levels of the project
	• Manage the delivery of the project, taking responsibility for overall progress and use of resources and initiating corrective action where necessary
	• Establish and manage the procedures relating to: risk, issue and change control, communication and stakeholder engagement
	• Establish and manage the project controls – monitoring and reporting
	• Advise the Senior Responsible Officer and the Project Board of any deviations from the plan

Appendix B.

Position in organisation	Project role
Operations Group Director, City Surveyors	
Head of Building Surveying, City Surveyors	
Assistant Property Facilities Manager (Barbican)	Key stakeholder: Barbican Arts Centre, GSMD
Guildhall Complex Building and Hospitality Manager	Key stakeholder: Guildhall
Senior Principal Project Manager, Major Projects Team	
Climate Action Strategy Project Manager, Town Clerks	
Senior Energy Engineer, Energy Team, City Surveyors	Energy Team Account Lead for BAC & GSMD
Energy Manager, Energy Team, City Surveyors	
Energy Officer, Energy Team, City Surveyors	
BEMS Energy Engineer, Energy Team, City Surveyors	Energy Team Account Lead for Guildhall
Assistant Director (London Metropolitan Archives)	Stakeholder

Appendix C.

Leadership

Guidance	• Holding the vision, directing the strategy and priorities for the project • Ensuring that clear and measurable objectives are set for the project, including cost, time and quality and championing the project • Creating an environment for success, innovation and opportunity
Challenge	• Constantly and constructively challenging information about the project from a commercial, business and stakeholder perspective • Balancing requirements and priorities of stakeholders with those of the City Corporation's services
Decision-making	• Using sound judgment to ensure that decisions are based on improving value to the City Corporation • Timely decision-making for project critical issues • Ensuring the Project Board has the right information to ensure an effective decision can be taken • Dealing with major issues and removing barriers to progress as they arise or are foreseen

Governance and Risk Management

Direction	• Ensuring the project is developed and delivered within the City Corporation's Project Procedure, or alternative arrangements where they have been approved • Ensuring the required financial approvals are achieved at each stage • Ensuring that appropriate resources are being allocated to achieve project milestones/ deliverables in the timescales required • Ensuring that the project is effectively managed and reviewed in terms of cost, time and quality and regularly monitoring performance against the brief as set out in the PID • Initiating reviews, ensuring corrective action is taken when necessary • Ensuring that effective change control procedures and reporting are in place • Ensuring exceptional issues are reported in accordance with the Project Procedure
Managing Risk and Opportunity	• Understanding the level of all aspects of risk – business, operational and project – and ensuring that it is effectively managed and that key risks that cannot be managed are reported at the appropriate time • Ensuring that opportunities are identified, recorded and actively pursued where appropriate
Health, Safety and Environment	• Demonstrating the appropriate commitment to safety and the environment
Benefits delivery and learning	• Ensuring that best practice is developed and continually refreshed from learning during each project • Ensuring that pre-defined success criteria and benefits of the project are delivered • Ensuring, on completion, that a formal Post Project Evaluation is conducted so that achievements, benefits, and lessons learnt are captured and reported

Communication and Support

Communication	• Visibly demonstrating commitment to the project and ensuring the project is actively promoted • Ensuring that the right people know about the project at the right time • Ensuring that the right people are consulted and invited to contribute at the right time, that their views are listened to, acted upon and appropriate responses given • Managing the flow of information relating to the project internally and externally
Support	• Providing support to the Project Manager • Ensuring that additional expertise is brought in when needed to facilitate effective decision-making