

Appendix 13

La Mare de Carteret Schools Project Board Mandate Summary (Project restart version March 2014)

Function

The Project Board is accountable to the Education Department for all aspects contributing to the successful outcome of the project. It is a decision making body, not a discussion group.

Membership

The Board shall consist of two politicians from the Education Board, the Senior Responsible Officer, the Director of EDP schools Projects, the Director of Education and the Project Operations Director (Director Designate of EDP1 projects), all appointed by the Education Department. The Head of Project Services from States Property Services shall provide a project assurance role as members of the Project Board. Other specialist advisors can be invited to attend where the Project Board agrees that this will contribute to the success of the project.

Authority

The Project Board members have the authority and responsibility to make decisions and provide commitment of resources (money, staff & equipment) to the project, as delegated by the sponsoring Department and formally minuted. The limitations of that financial authority are defined by the project budget which shall be approved and confirmed by the sponsoring Department.

The Project Board shall ensure that the project continues to represent value for money and follows a cost-conscious approach whilst balancing the needs of the business, the users and the States of Guernsey corporate objectives.

Role

The Project Board manages “by exception”, delegating the day-to-day running of the project to the Project Manager, who will report to the Project Operations Director and the Director of EDP Schools Projects as representatives of the sponsoring Department. The Project Operations Director will manage all client actions required to support the project.

Reporting

The Project Board shall report to the sponsoring Department political board.

Project Board members shall receive copies of the Project Manager’s progress reports at least monthly. Any activities reported which a member or the Project Manager considers exceeds the tolerances delegated shall be raised with the Project Operations Director or the Director of EDP Schools Projects, who may, dependent on the significance of the issue, with respect to agreed tolerances, convene a Project Board

meeting to seek direction. All issues raised shall be shared with all Project Board members.

Main Responsibilities

Start Up:

- Approve project start-up, business case, project brief & risk register
- Authorise the project – approve Project Execution Plan
- Approve detailed plan for Gateway reviews & funding requests to sponsoring Department board
- Agree Project Manager's responsibilities, objectives and appointment
- Define and confirm project tolerances

Planning/Development:

- Ensure that the project remains on course to deliver the desired outcomes of the required quality to meet the requirements set out in the Business Case
- Carry out Project Assurance role
- Give direction and guidance to the Project Manager
- Re-evaluate project and end of each stage or following an Exception situation
- Approve detailed plan, commit to required resources and set tolerances for each stage
- Monitor all tolerances: time, cost, quality and risk
- Monitor external events which may affect the progress of the project and keep Project Manager informed
- Make decisions on project issues, such as changes or exception reports that are beyond the Project Manager's authority
- Liaise with sponsoring Department (and other interested parties) on project progress

Project closure:

- Confirm that all products have been successfully delivered to the required quality
- Confirm operational and support groups are prepared to take responsibility for the project on completion, facilitate transition
- Bring project to a controlled close (or to premature close if Business Case is no longer valid)
- Approve Follow-on Action recommendations
- Agree schedule for Post Implementation Review (PIR)
- Authorise project closure

Meetings

Meeting frequency will be quarterly unless a stage boundary or exception dictates that decisions are required by the Project Board. The Project Operations Director shall convene Project Board meetings which will generally be attended by the Project Manager and the Quantity Surveyor.

Constitution of the La Mare de Carteret Schools Project Board

Purpose

To establish the membership, frequency of meetings and terms of reference of the La Mare De Carteret Schools (LMDC) Project Board.

Background

Following the States of Guernsey decision in February 2006 to implement revised procedures for the administration of property, the Education Department adopted revised reporting structures with the increased involvement of Treasury & Resources Department members and staff.

Proposals were prepared by staff from States Property Services (SPS) in the Treasury and Resources Department and Education Development Plan (Programme 1) (EDP1) staff in the Education Department for the Les Nicolles schools (now Baubigny Schools) project.

The Education Board implemented these revised arrangements for the Les Nicolles construction project with the intention of implementing the principles for successive EDP1 construction projects and this was then adopted for the Les Beaucamps High School project.

Attached are three appendices that represent the proposed reporting structure and terms of reference for the establishment of the LMDC project board.

Appendix I LMDC Project Board Reporting Structure

Appendix II Organisation Structure Terms of Reference

Appendix III Levels of delegated authority

Appendix II contains a description of the proposed Terms of Reference for the LMDC Project Board and the other related Boards and Groups.

These terms of reference are for the building elements of LMDC and not for the re-organisation elements of the Education Development Plan Programme 1 which remain the responsibility of the Education Board.

The LMDC Project Board proposed membership is 7 members made up of:

- 2 Education Department Board members
- The Senior Responsible Officer
- The Project Operations Director (the Director Designate of EDP1 projects)
- The Director of EDP Schools Projects
- The Director of Education
- The Head of Project Services from States Property Services

A quorum is 4 members and the Education Minister has agreed to act as the Chairman.

Each of the 7 members of the LMDC Project Board shall have equal voting rights. All decisions should be by consensus, with a majority decision only necessary in exceptional circumstances.

It is imperative that the Education Department is satisfied that the construction project continues to provide a functioning facility which the end users will be satisfied with.

The membership roles can be summarised as follows:

- The **political members** will represent the Education Board, providing a common knowledge base prior to the Board considering recommendations made by the LMDC Project Board
- The **Senior Responsible Officer** is responsible for ongoing management through the Director of EDP School Projects on behalf of the project owner to ensure that the desired project objectives are delivered
- The **Project Operations Director** (Director Designate of EDP1 projects) will provide the education functionality input and take direction from and report to the LMDC Project Board in respect of the building elements of the LMDC Project. He has the authority to run the construction project on a day-to-day basis on behalf of the LMDC Project Board through the Project Manager. He will be responsible for provision of the LMDC Project Board meetings' administration. In the succession plan he will take over Project Director responsibility, initially on a designate basis, from the Director of EDP Schools Projects prior to the latter's departure date at which point the two roles will be combined for the project
- The Director of EDP Schools Projects is responsible for the overall coordination of the Education Department's EDP schools projects and will seek the necessary approvals from the Education Board
- The **Director of Education** acts as the specialist senior user on behalf of the Education Board
- The **Head of Project Services** as the representative of States Property Service will provide a construction project assurance role to ensure that the construction project continues to meet the business case, specifications and quality standards by having an overview through the LMDC Project Board on quality, cost, value, time/programme and risk. He will provide a moderating view between States construction projects, so that standards may be maintained and lessons learnt may be implemented with the minimum of delay

The LMDC Project Board will represent the interests of the Education Board, users and stakeholders by providing overall direction and management of the construction project on behalf of the Education Board.

As the Education Board is ultimately responsible for the LMDC project, the LMDC Project Board will make recommendations to the Education Board, but will not be able to approve changes to the construction project without Education Board approval if, in the view of the Education representatives on the LMDC Project Board, the Education Department's responsibilities for ensuring functionality, durability and quality are being adversely compromised.

To maintain clarity of responsibility, levels of delegated authority need to be defined and approved by the Education Department Board.

Attached as Appendix III are proposed parameters for levels of delegated authorities.

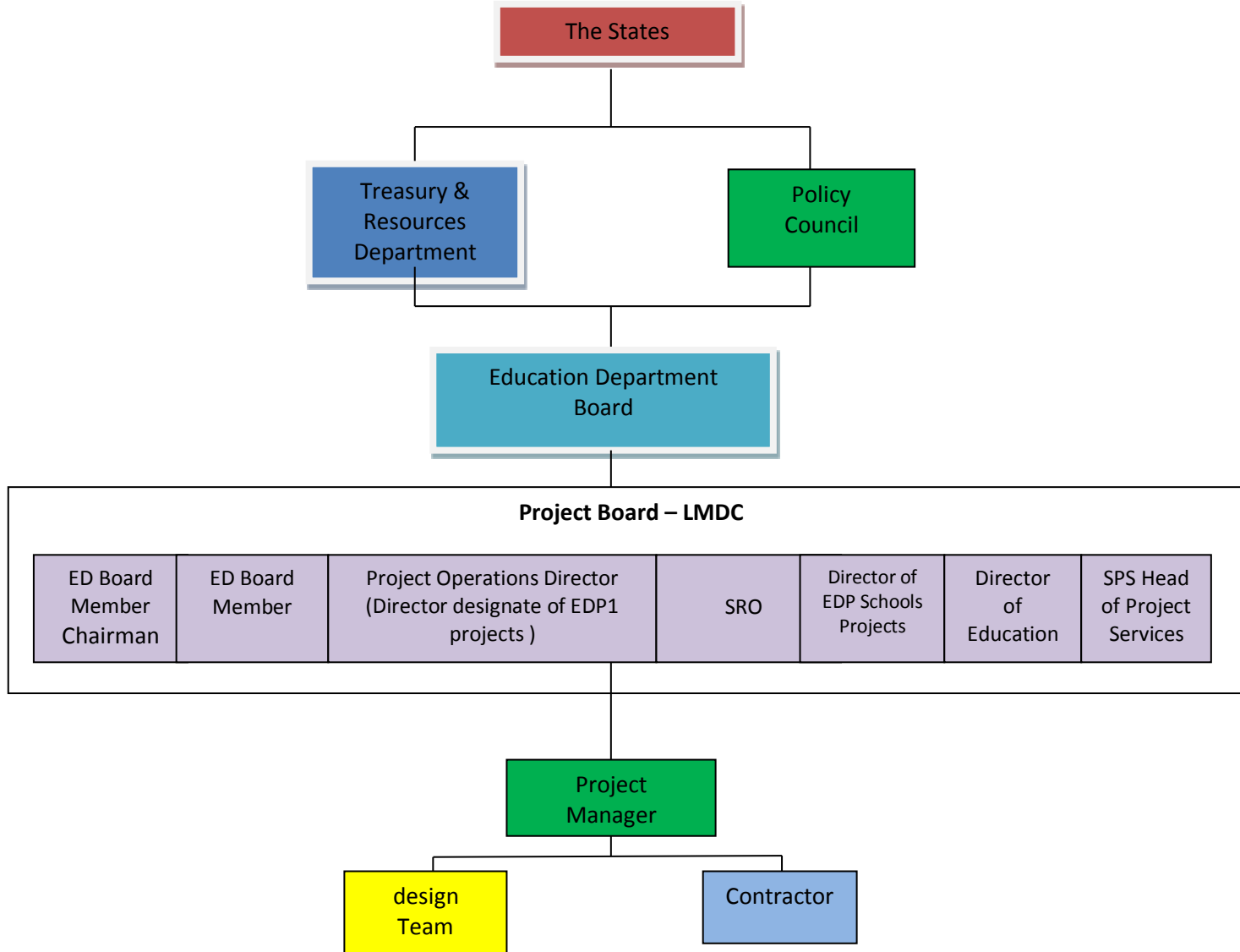
The Project Board is asked to determine and recommend for approval by the Education Board:

Recommendations

1. The membership of the LMDC Project Board as shown in Appendix I to this report
2. The Terms of Reference of the LMDC Project Board and organisation structure as shown in Appendix II to this report
3. The levels of delegated authority as shown in Appendix III
4. That the LMDC Project Board meet quarterly, day and time to be determined. The frequency of future meetings will be reviewed.

Appendix I

EDP1 LMDC Project Board Reporting Structure



Appendix II 1

BUILDING ELEMENT – ORGANISATION STRUCTURE TERMS OF REFERENCE

| BOARD | Membership | Remit | Output |
|--|--|---|--|
| <p>Education Department Board</p> | <ul style="list-style-type: none"> • Education Department Board <p>Attendance</p> <ul style="list-style-type: none"> • Chief Officer • Director of Education • Other representatives at discretion of Education Department Board | <p>Note: EDP1 has two functions: a) Reorganisation and b) Building elements to achieve the reorganisations. For the reorganisation function determined by the States of Guernsey, the Education Department will provide strategic leadership to achieve the objectives of EDP1 to achieve equality of educational opportunity within the Secondary, Special Needs and Post -16 education sectors. These objectives will be achieved by improving the efficiency and effectiveness in the organisation of schools in these sectors, leading to better curriculum opportunities and better facilities for children and young people.</p> <p>For each site specific construction project the Education Department needs to:</p> <ul style="list-style-type: none"> • Ensure the development of the Strategic Outline Case/Outline Business Case/Full Business Case are within the agreed timescales • Ensure the site specific projects are developed based on funding approvals obtained from the States of Deliberation • Ensure that site specific projects are developed based on benchmarking to appropriate guidelines • “sign off” the key strategic documentation • Identify and ensure public consultation • Provide communication mechanisms to ensure that the staff, all stakeholders and public are fully informed and are able to take part in the process • Provide overall guidance and direction for the Projects • Ensure that there are appropriate interfaces between the various projects to achieve the educational objectives <p>Quorum of the Education Department Board 3</p> | <p>Prepare:</p> <ul style="list-style-type: none"> • Strategic Outline Case • Outline Business Case (OBC) • Service Planning Strategy <p>Sign off:</p> <ul style="list-style-type: none"> • Full Business Case (FBC) • Procurement Process • Framework Project Execution Plan • Strategic Risk Log • Communications Strategy • Outline Design Specification |

Appendix II 2

| BOARD | Membership | Remit | Output |
|---------------------------|---|--|---|
| LMDC Project Board | <ul style="list-style-type: none"> • Minister Education Department (Chair) • Political Member Education Department • Senior Responsible Officer • Director of EDP Schools Projects • Director of Education • Project Operations Director • Head of Project Services <p>Attendance: Project Manager, QS and other representatives as required e.g. Strategic Asset Management Plan (SAM) representative</p> | <ul style="list-style-type: none"> • Report regularly on project status to the Education Department Board • Manage project coordination & assurance • Manage the preparation and approval of all key documentation • Ensure all statutory approvals obtained in good time • Monitor progress against the Project Plan and maintain project momentum • Review and manage project risks • Review and approve significant changes to the project cost and programme that do not have a detrimental impact on education delivery • Review and recommend to the Education Department Board the approval of exceptional changes to project cost and programme including those which may adversely affect education delivery • Provide specific conflict resolution as and when conflicts arise • Monitor Project budget expenditure • Commission a Post Implementation Review <p>Quorum of four members including at least one Education Department and one T&R Department representative</p> | <p>Review and recommend to the Education Department Board for Approval:</p> <ul style="list-style-type: none"> • Full Business Case • Contractor Tender Report and recommend appointment of contractor • Exceptional changes to quality, programme, cost and risk • Changes that may adversely affect education delivery • Construction Professionals' replacement <p>Review and Approve:</p> <ul style="list-style-type: none"> • Construction Professionals' Pre Qualification Questionnaires, Evaluation Methodology • Project Execution Plan • Contractor Pre Qualification Questionnaire, Evaluation Methodology • Project Manager Reports • Financial & Budget Reports • Change Control & Risk Logs • Significant changes to specification, quality, programme, cost and risk that do not adversely affect education delivery |

Appendix II 3

| GROUP | Membership | Remit | Output |
|---------------------------------|---|---|---|
| <p>LMDC Project Team</p> | <ul style="list-style-type: none"> • Senior Responsible Officer • Director of EDP Schools Projects • Project Operations Director • Finance,Legals and Contracts Director) • Director of Education • Head of Project Services (SPS) • Project Manager • Construction Professionals • Finance and Benefits Manager (T&R) | <p>Act as the “engine room” of the project and supports the Project Manager in achieving the objectives specified by the Senior Responsible Officer and Project Operations Director</p> <ul style="list-style-type: none"> • Facilitate fast turnaround of documentation to required timescales • Prepare cost schedules for the Outline and Full Business Cases • Ensure the Project is maintained within cost, programme and quality • Develop the Technical Output specification • Evaluation of tender submissions, valuations & payments, examination of financial accounts • Evaluate the technical submissions against the output of specification • Negotiate and manage the performance & delivery of the work packages • Record & report progress & risk issues • Co-ordinate the delivery of the project to ease commissioning of the new facilities & maintenance programme • Ensure a successful delivery of works packages in accordance with the contract • Prepare the revenue costings for the new facilities | <p>Prepare and Administer:</p> <ul style="list-style-type: none"> • Full Business Case • Pre Qualification Questionnaires • Procurement & Tender documentation • Evaluation Report of Tenders • Project Execution Plan • Contract Management • Control, monitoring and coordination of processes • Progress reports • Change Control Register • Risk log <p>Develop:</p> <ul style="list-style-type: none"> • Technical Output Specification • Evaluation of design proposals • Evaluation of commissioning strategy |

Appendix II 4

| GROUP | Membership | Remit | Output |
|---------------------------------|---|---|--|
| <p>EDP1 Project Team</p> | <ul style="list-style-type: none"> • Director of EDP Schools Projects • Project Operations Director (seconded) • Buildings Operations Director (seconded) • ICT Infrastructure Director (fixed term) or seconded • ICT Advisor • M&E Checking Engineer fixed term) • Finance, Legals and Contracts Director) (p/t seconded or fixed term • Clerk of Works (fixed term) • Administration and Decant Manager (fixed term) • EDP1 Finance Officer (p/t either fixed term or seconded) • Administration Officer (p/t fixed term) | <p>Support the Senior Responsible Officer, through the Director of EDP Schools Projects and Project Operations Director to achieve the EDP1 objectives for the project.</p> <p>For the construction project element of those objectives:</p> <ul style="list-style-type: none"> • Develop the Outline Design specification to meet service requirement of Education • Collate, review and make recommendations on behalf of stakeholder groups • Develop the service requirements for education development • Review technical submissions against operational requirements • Co-ordinate the delivery of the services specification on commissioning of the new facilities • Manage the decant of pupils, staff and equipment in order to implement use of the facilities • Consider any issues affecting service provision arising from the project and make recommendations for changes to the Education Board • Prepare the revenue costing of a new service • Act as a sounding board for user/focus groups | <p>Develop:</p> <ul style="list-style-type: none"> • Outline Design Specification • Service Planning strategy • Commissioning/decant strategy • Communications Strategy • ICT Strategy • Client Direct Strategy • Decant Strategy |

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| Appendix III | LMDC Construction Project – LEVELS OF DELEGATED AUTHORITY | |
| BOARD/GROUP | Approval Levels | |
| Education Department Board LMDC Project Board EDP1 Project Team | <p>Full programme, cost, quality, risk as delegated by the States of Guernsey Including:</p> <ul style="list-style-type: none"> • Exceptional changes to the LMDC project cost (above £100,000) that are within the overall approved construction budget • Any increase in the overall approved construction budget • Changes in risk levels that are above States of Guernsey best practice levels of risk as determined by the Treasury and Resources Department • Changes to cost, programme, quality or risk that may adversely affect education delivery <ul style="list-style-type: none"> • Programme – changes that do not have a detrimental impact on education delivery and are within approval powers for effects on cost, quality and risk • Cost – changes below £100,000 within the overall approved construction budget that do not have a detrimental impact on education delivery and are within approval powers for effects on programme, quality and risk • Cost – maintain level of contingencies at or above minimum levels required to complete the project within budget, programme and at acceptable risk levels • Quality – at least maintain quality of education delivery within agreed project specification • Risk – maintain States of Guernsey best practice levels of risk as determined by the Treasury and Resource Department <p>In exceptional circumstances where it is not practical to convene a LMDC Project Board meeting in time to grant a necessary approval, the Chairman, after consultation by email with all members, will be able to grant approval subject to ensuring compliance with the LMDC Project Board programme, cost, quality and risk levels.</p> <p>Day to day operation of the project Subject to not adversely affecting education delivery:</p> <ul style="list-style-type: none"> • Approval of contract “equal and approved” items that do not adversely affect cost or programme • Programme – changes that maintain or reduce programme that are within approval powers for effects on cost, quality and risk • Cost increases up to £20,000 that are within specifications for effects on programme, quality and risk | |

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| | <ul style="list-style-type: none">• Quality – at least maintain quality of education delivery within agreed project specification• Risk – maintain States of Guernsey best practice levels of risk as determined by the Treasury and Resources Department | |
|--|--|--|