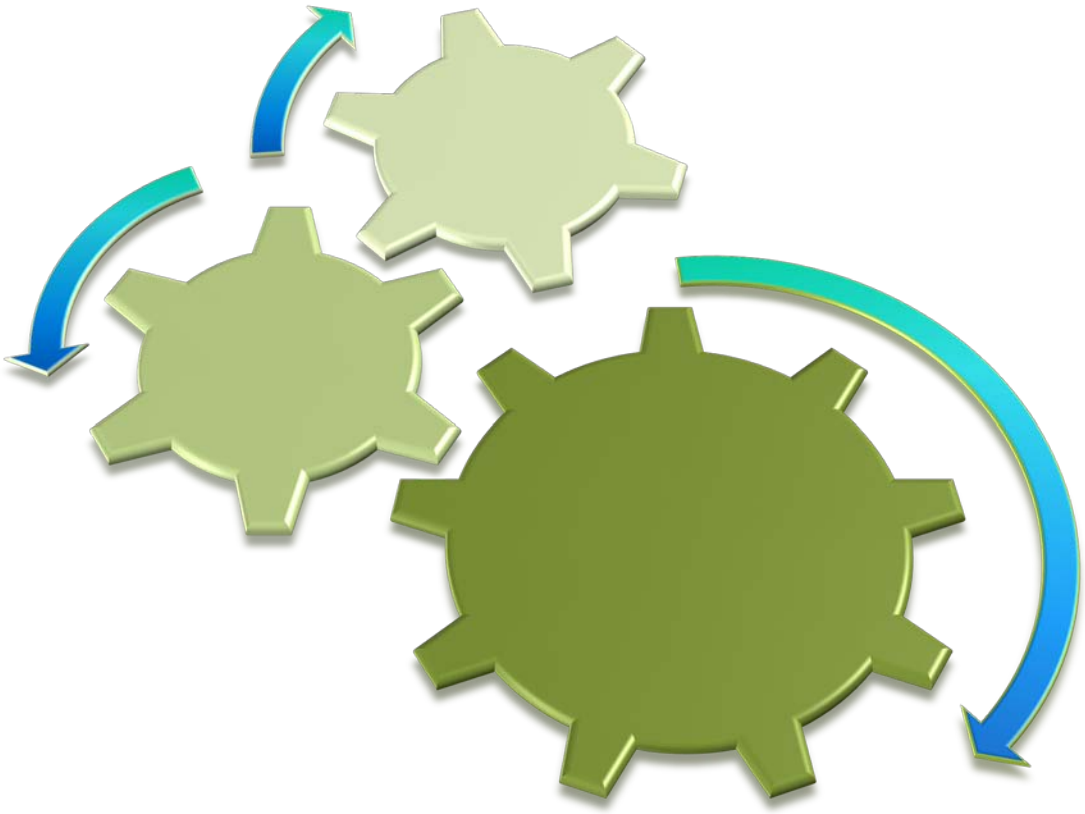
Connswater Community Greenway

Governance Arrangements
DRAFT



connswater community greenway

March 2012

Contents

- Introduction 2
- Governance Structure 5
- Principles for Working in Partnership 6
- Terms of Reference 8
- Project Risk Management Framework 20
- Project Assurance Framework 21

Appendices

- Programme Delivery Progress Report ii
- Programme Delivery Proposal Outline iv
- Protocols for Connswater Community Greenway vi
- CCG Key Performance Indicators viii

Introduction

The Connswater Community Greenway is a £32 million investment in East Belfast. The project has been developed by the East Belfast Partnership and is funded by the Big Lottery Fund, Belfast City Council and the Department for Social Development.

The Connswater Community Greenway will create a 9km linear park through East Belfast, following the course of the Connswater, Knock and Loop Rivers, connecting the open and green spaces and remediating the Connswater River itself. The Greenway will reconnect the communities of East Belfast and restore the rivers as community assets. It will create vibrant, attractive, safe and accessible parkland for leisure, recreation and community events and activities.

It will provide immediate benefit to the 40,000 people living in the wards adjacent to the river. Specifically, the Connswater Community Greenway will directly improve the living environment, reinstating a valuable amenity for local people and provide opportunities for improving health and well being. The Project will act as a catalyst for physical and economic development and improve access and connections for local communities to open spaces.

There are a number of open spaces along the course of the river which are underused because they are inaccessible, unsafe and unconnected to the communities in their hinterland. These people have turned their back on the river which is currently dirty and smelly and inhibits positive uses. This Project will deliver benefits from the Castlereagh Hills to Belfast Lough and beyond, turning a seriously underused, and at intervals, blight on the landscape into a community asset that will become an immediate living landmark.

Vision

The vision is to develop a safe, accessible, sustainable greenway which is an inspirational living landmark that improves the quality of life for the people of East Belfast, now and for future generations.

Objectives

The key objectives identified for the Connswater Community Greenway are to:

- Improve the access, safety and quality of green and open space in East Belfast for the people of this community, improving the living environment for present and future generations.
- Remediate the Connswater River and transform it into a community asset for East Belfast.
- Increase the pedestrian and cycle facilities and links in East Belfast and provide alternative and healthier transport options.
- Improve health and well-being through providing a better living environment and enhanced exercise and recreation opportunities, accessible by all.
- Provide vision, resources, hope and a sense of pride and identity for communities in East Belfast.
- Build and strengthen relationships between fragmented local communities
- Develop connections and linkages between buildings, people and places in East Belfast.
- Provide space for walking trails, heritage trails, public art and in which wildlife can thrive.
- Realise the potential of the river as an educational asset for current and future generations

Outcomes

The Outcomes of developing the Connswater Community Greenway for the people of East Belfast will be:

- A stronger, safer community.
- An improved urban environment.
- Healthier and more active people and communities.
- Better life chances.
- Better access to training and development.

Who will benefit?

We are primarily improving the quality of life for the people of East Belfast now and for future generations. These include:

- 40,835 residents who live in the wards bordering the Connswater River,
- The pupils attending the 26 schools in the proximity of the river
- Visitors and tourists to East Belfast / Belfast
- Those who chose to work and invest in East Belfast
- Future generations in East Belfast

Key Physical Outputs

- A 9km linear park, a wildlife corridor
- Connecting 124Ha of open space
- 43 new bridges
- Serving 26 schools and colleges
- 19kms of foot and cycle paths
- 5kms of clean rivers
- 6 tourism and heritage trails
- A civic square

CCG Governance History

In 2005 - 2006 East Belfast Partnership (EBP) developed the concept for the Connswater Community Greenway (CCG). In November 2007, East Belfast Partnership secured £32.5m funding for the Connswater Community Greenway project, including £23.5m from the Big Lottery's Living Landmarks programme. EBP were one of three organisations in the UK, and the only Northern Ireland project, to secure Living Landmarks funding. Flood alleviation works, at an estimated cost of £11m, were incorporated into the project after serious flooding in east Belfast in 2007 and 2008.

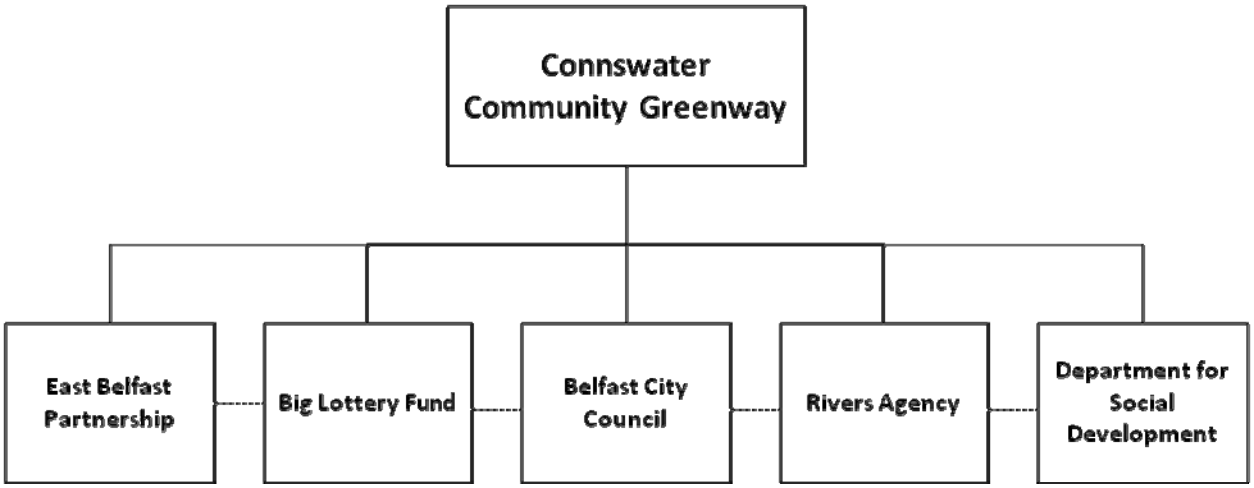
In 2007 Belfast City Council (BCC) agreed to manage and maintain the CCG once delivered for a period of 40 years. In 2010, it was agreed that in order to reduce the financial risk to the project, BCC would become the grant holder, working in partnership with EBP to deliver the scheme. The project managers for the construction of the CCG and Flood Alleviation Scheme are a consultancy team led by McAdam Design.

The governance structure was adjusted in 2010 to reflect BCC as grant holder, supported by a management agreement between EBP and BCC. In 2011 key stakeholders agreed to review the CCG programme governance structure, to reflect accountability and risk, decision making and controls and the partnership relationship between BCC and EBP during the construction of the Connswater Community Greenway and Flood Alleviation Scheme. This governance paper reflects the revised governance structure and will supersede the 2010 structure, supported by a revised management agreement between EBP and BCC. This will require approval from BCC, EBP/CCGT, Big Lottery Fund, Rivers Agency/DARD and DSD.

The CCG is integral to the delivery of East Belfast Partnership's regeneration strategy. EBP has delegated responsibility to the Connswater Community Greenway Trust (CCGT) to ensure that working in Partnership with BCC, the CCG outcomes are delivered and opportunities maximised to improve the quality of life for local people. The CCGT will report to the EBP on a quarterly basis against agreed CCG KPIs as listed in Appendix 4.

Connswater Community Greenway – Key Stakeholders

The Greenway is funded from a variety of sources and the following diagram illustrates the five key stakeholders in the development of the Connswater Community Greenway.



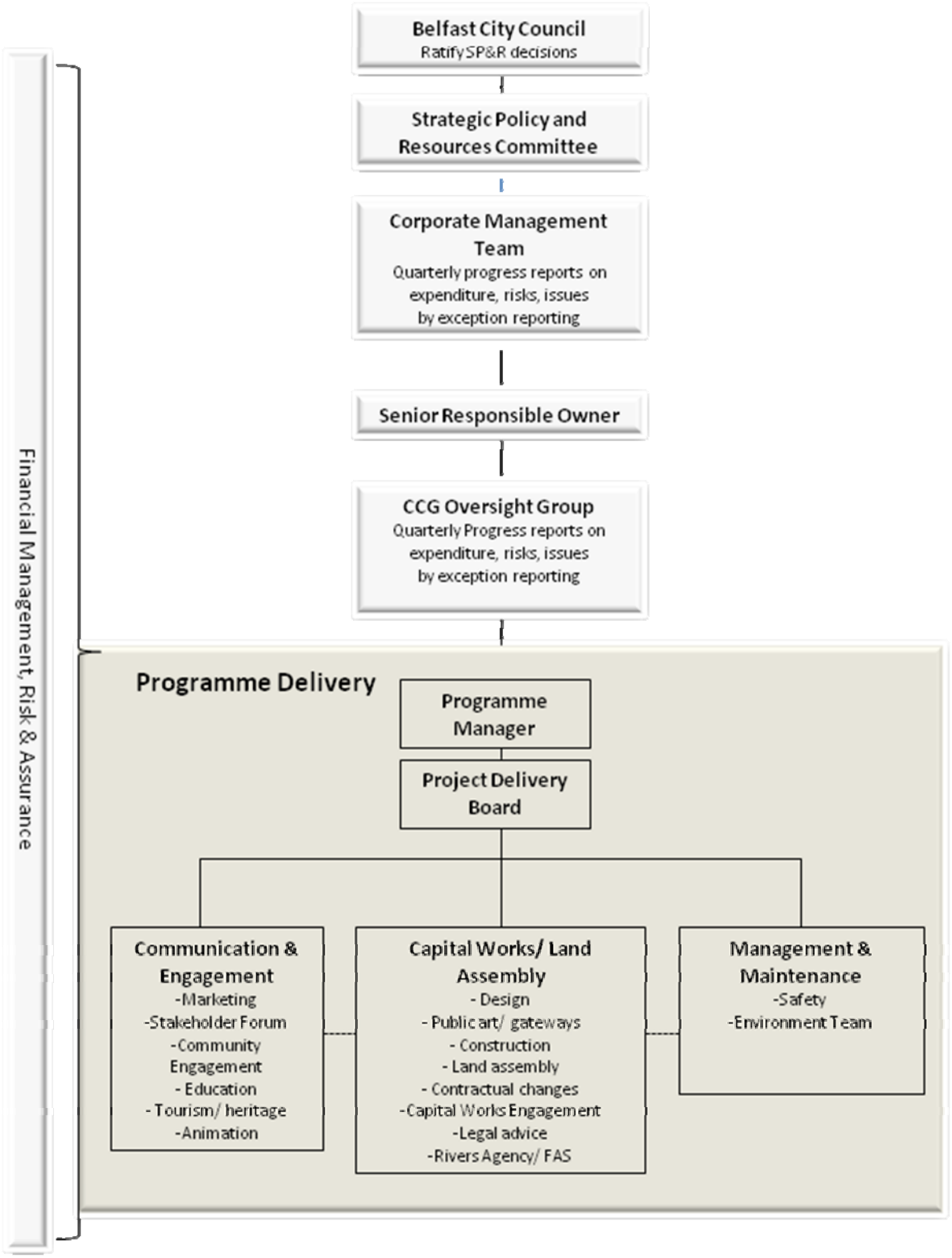
Focus of this document

Governance is the control framework through which programmes deliver their change objectives and remain within corporate visibility and control.

A programme needs clear and open governance if it is to be successful. It will need to negotiate the resources it wants, manage the resources made available to it and adjust to changing organisational contexts whilst delivering to its agreed outcomes and benefits.

The focus of this document is therefore on the governance framework and controls put in place to manage the delivery of the Connswater Community Greenway programme.

Connswater Community Greenway
Project Governance Structure



Principles for Partnership Working

In the delivery of the Connswater Community Greenway, Belfast City Council is the accountable body, ensuring economic, physical and social regeneration are delivered efficiently and to the appropriate legal, procurement and financial standards.

Given the genesis of the project, this will be based upon appropriate consultation with East Belfast Partnership Board as a unique partner, as laid out in the governance framework.

With this, we will recognise each other's different organisational culture and practice, as well as appreciate each other's distinct contribution. As a common purpose, both partners agree we:

1. Want what is right for the community
2. Want the development to become sustainable in its own right
3. Want to optimise existing assets and resources
4. Need each other and will strive for consensus.

To deliver the maximum benefits from the Connswater Community Greenway, together we will build collaborative relationships, communicate in an open and transparent manner, be open to compromise and deal with conflicts promptly.

For this unique partnership, the principles for governing the Connswater Community Greenway project are:

- Focussing on the purpose of the project and the outcomes for the community and creating and implementing a shared vision for the local area;

- Partners working together to achieve a common purpose with clearly defined functions, roles and responsibilities;

- Promoting values for the partnership and demonstrating the values of good governance through upholding high standards of conduct and behaviour;

- Taking informed transparent decisions which are subject to effective scrutiny and managing risk;

- Developing the capacity and capability of the partnership team to be effective and ensuring that all have the capability and capacity to deliver effectively;

- Engaging with local people and other stakeholders to ensure robust public accountability;

- Ultimately, being accountable to the authority of the Council in fulfilling its legal, financial and audit responsibilities.

We expect the two organisations to:

- Understand the needs of the local community, visitors and stakeholders of the CCG and prioritise these;
- Agree, own, promote and communicate a shared vision;
- Work together in a transparent manner and behave in an open manner;
- Adhere to agreed planning, risk management and decision-making processes;
- Regularly monitor partnership processes to review whether they are effective and efficient;

- Plan and allocate our combined resources to deliver more effective and efficient programmes;
- Demonstrate the actions that we carry out produce the intended outcomes and objectives; and
- Achieve better outcomes made possible only through working together.

Both organisations are committed to dealing with conflict promptly and constructively. In the first instance, matters are to be raised at the Project Delivery Board for resolution and, when necessary, with the Senior Responsible Officer and the CCG Oversight Group.

The appendix includes a detailed protocol on specific service standards. These are included in draft format and will be finalised at an early meeting of the Project Delivery Board, for presentation to the CCG Oversight Group.

Terms of Reference

Delegated Authority

The Connswater Community Greenway programme will be delivered as an integral part of the Council's Investment Programme. The decision making authority will follow the Council's Scheme of Delegation with strategic direction and decisions being made by the Council's Strategic Policy and Resources Committee.

At Officer level decisions will be made through the delegated authority of the Corporate Management Team of the Council and the Senior Responsible Owner of the CCG, the Director of Parks & Leisure.

Authority will be delegated to the Programme Manager (the Assistant Director of Parks & Leisure) to oversee the operational management of the Greenway projects. The Programme Manager can subsequently delegate authority to the Communication & Engagement Team, Capital Works/ Land Assembly Team and the Management & Maintenance Coordination Team as is necessary for the successful completion of the Greenway project. Each level of delegated authority will be required to work within financial and project tolerances that will require exception reporting to the CCG Oversight Group should the project move outside these tolerances.

Membership of Groups
There Terms of reference for the various groups of the CCG Governance Structure are constructed of the following categories:

- **Membership** - defined as those required to contribute to the strategic and operational decisions that will ensure the successful delivery of the programme
- **Reporting Role** - defined as those representing the Project Delivery Board that are required to attend all meetings to report progress on work streams
- **Advisory Role** - defined as the technical advisors that will attend when required and give technical advice that will enable the appropriate decisions to be made.

The persons required to attend each group on this basis are indicated below.

Corporate Management Team
This is the programme sponsoring group representing those managers who are responsible for: • The investment decisions • Defining the direction of the programme • Ensuring the ongoing overall alignment of the programme with the strategic direction of the organisation. Accountability for the programme is delegated to the SRO from the Corporate Management Team. The sponsoring group supports the SRO and is formally involved with: • Authorising the vision • Providing and ensuring the organisational context for the programme • Authorising the programme mandate and programme definition • Authorising funding for the programme (subject to Strategic Policy and Resources Committee and Council approval) • Resolving strategic and directional issues • Authorising the progress of the programme against strategic objectives • Leading by example to implement the values of the programme • Providing continued commitment and endorsement in support of the programme

objectives at executive level
- Appointing, advising and supporting the SRO
- Authorising delivery and sign-off of the programme.

Senior Responsible Owner (SRO) – Andrew Hassard, Director of Parks and Leisure, Belfast City Council

The Senior Responsible Owner will have full delegated decision making responsibility and is accountable for the programme, ensuring that it meets its objectives and realises the expected benefits.

The SRO's key responsibilities are:

- Creating and communicating the vision for the programme
- Providing clear leadership and direction throughout its life
- Securing the investment required to set up and run the programme
- Ensuring the programme delivers a coherent capability, achieves its strategic outcomes and realises its benefits
- Establishing programme governance arrangements and ensuring appropriate assurance is in place
- Ensuring the viability of the business case
- Maintaining an interface with key stakeholders and liaising directly with CCGT and the NI Rivers Agency, keeping them engaged and informed
- Monitoring the key strategic risks facing the programme
- Maintaining alignment of the programme with the organisation's strategic direction
- Commissioning audit and assurance reviews
- Ensuring the effectiveness and performance of the programme
- Appointing, chairing an setting priorities for the Oversight Group
- Ensure all appropriate persons comply with the terms and conditions of funding

CCG Oversight Group

Membership

Andrew Hassard (BCC) – Chair & Senior Responsible Owner
Gerry Millar (BCC)
Ciaran Quigley (BCC)
Ronan Cregan (BCC)
Maurice Kinkead (EBP)
Kyle Alexander (Chair of CCGT)
Mark O'Donnell (DSD)
Pat Aldridge (Rivers Agency)
Big Lottery

Reporting Role

Rose Crozier (BCC)
Bob Beggs (BCC)
Wendy Langham (EBP)

Advisory Role

Michael Stanley (BCC)
Colin Campbell (BCC)
Philip Hynds (BCC)
Emma McCracken (CPD)

McAdam Design

Meeting format & decision making

Meetings will be scheduled on a quarterly basis to discuss progress through monitoring and evaluation reports, exception reports, financial/ expenditure reports and changes to the project. When required, emergency meetings may be called by the Senior Responsible Owner at short notice.

While the Senior Responsible Owner will have full decision making authority within the remit set out in the Council's Scheme of Delegation, the SRO will seek to gain consensus on decisions with the CCG Oversight Group. When consensus cannot be reached, the Senior Responsible Owner will make the final decision.

Responsibilities

This is the Programme Delivery Board with responsibility for the delivery of the Connswater Community Greenway programme. The board is established by the SRO and its prime purpose is to drive the programme forward to deliver the outcomes and benefits. Responsibilities will include:

- Defining the acceptable risk profile and risk thresholds for the programme and its constituent projects
- Ensuring the programme delivers within its agreed boundaries, on time and within budget
- Resolving strategic and directional issues between projects which need the input and agreement of senior stakeholders to ensure progress of the programme
- Assuring the integrity of benefit profiles and realisation plans
- Maintaining focus on the development, maintenance and achievement of the blueprint
- Providing assurance for operational stability and effectiveness through the programme delivery
- Give appropriate advice to the SRO and the Council's Corporate Management Team to enable fully informed decisions to be made that help ensure the successful completion of the Connswater Community Greenway and associated work streams
- Within the authority delegated by Council, make recommendations to Corporate Management Team on contract decisions concerning negotiations, dispute and termination
- Approve the annual work plans of the 3 project teams
- Receive monitoring and evaluation reports from the Programme Manager
- Discuss CCG issues as reported by exception reports from the project board and make recommendations, when necessary, to the Councils Corporate Management Team
- Approve quarterly update reports for bring to Corporate Management Team and SP&R Committee
- Communicate project progress to key stakeholders
- Ensure the development of the CCG is progressing towards achieving the original objectives of the Greenway project
- Ensure all appropriate persons comply with the terms and conditions of funding

Assurance & Risk

- To agree the risk management framework for the programme
- To set the risk appetite for the programme
- To agree the key programme risks
- To review the key programme risks quarterly
- To receive quarterly assurance from the Programme Manager that programme risks are being managed.

- To agree the assurance framework for the programme
- To specify the areas where independent assurance is required and how it is to be obtained
- To receive independent assurance reports and to ensure that any recommendations arising are implemented promptly

Financial Management

- To ensure that immediate action is taken in the event of receiving reports that the programme is at risk of exceeding the approved limits and keeping funders informed as appropriate
- To ensure that there are appropriate escalation procedures
- To approve the scheme of delegation for the programme
- To approve the budget allocations for the programme within the terms and conditions of funding and on the basis of the project work plans
- To ensure that the expenditure is kept within approved limits and is regular
- To ensure that all elements of the budget have an assigned budget manager
- To review financial reports quarterly along with the progress reports and consider any issues arising regarding variances
- To agree the change control process for the project taking into account terms and conditions of funding in addition to significance of the change
- To receive recommendations for change from the Project Delivery Board, considering the financial implications of changes and the options available
- To make recommendations on change control to funders and Council who must authorise such changes
- To define the financial reporting requirements of the group (level of analysis / detail, cashflow, forecasting, commitments, profiling, narrative, links with progress report, information on early warnings / compensation events etc)
- To keep the risk and contingency sum for the project under review, taking timely action where appropriate
- To ensure that the CCG asset is appropriately accounted for
- To seek assurances that the necessary financial returns are being provided to the funders
- To ensure that audit requirements are met including LGA and audits on behalf of funders

Programme Manager – Rose Crozier, Assistant Director of Parks and Leisure, Belfast City Council

The Programme Manager is responsible for leading and managing the setting up of the programme through to delivery of the outcomes/new capabilities/benefits and closure. The programme manager has primary responsibility for establishing governance arrangements. Responsibilities include:

- Day to day management of the programme
- Being day to day agent on behalf of SRO
- Planning and designing the programme
- Developing and implementing the programme's governance framework
- Effective coordination of the projects and their interdependencies
- Managing and resolving any risks or other issues that may arise
- Maintaining overall integrity and coherence of the programme
- Maintaining the programme's budget, monitoring the expenditures and costs against benefits as the programme progresses
- Facilitating the appointment of individuals to the project delivery teams

- Facilitating the development of the blueprint
- Ensuring outputs meet the requirements in line with the programme blueprint and projects dossier – are of appropriate quality, on time and within budget
- Managing the performance of the programme team
- Managing the efficient allocation of resources
- Managing internal and external suppliers to the programme
- Managing communication and engagement with stakeholders
- Initiating extra activities and other management interventions wherever gaps in the programme are identified or issues arise
- Reporting progress at regular intervals to the SRO
- Ensure all appropriate persons comply with the terms and conditions of funding.

CCG Project Delivery Board

Membership

Rose Crozier – Chair & Programme Manager
Wendy Langham (EBP)
Gerry Millar (BCC)
Fiona Holdsworth (BCC)
Philip Hynds (BCC)
Rosaleen Curran (Big Lottery Fund)

Meeting format & decision making

Meetings will be scheduled on a monthly basis to discuss progress through monitoring and evaluation reports, exception reports, financial/ expenditure reports and changes to the project. When required, emergency meetings may be called by the Programme Manager at short notice.

While the Programme Manager will have full decision making authority within the remit set out by the Senior Responsible Owner, they will seek to gain consensus on decisions with the Project Delivery Board. When consensus cannot be reached, the Programme Manager will make the final decision.

Responsibilities

This is the project board working with the Programme Manager responsible for the day to day management and delivery of the Connswater Community Greenway programme. The board is established by the Programme Manager and its prime purpose is to manage the delivery of multiple projects within the programme, the delivery of the outcomes and benefits to plan and within budget. Responsibilities will include:

- Supporting the Programme Manager
- Developing the programme plan and supporting project plans
- Identifying and managing risks
- Delivering outputs to agreed plans
- Managing interdependencies between projects, resolving issues and conflicts
- Monitoring and evaluating performance against agreed targets and outcomes
- Assuring the integrity of benefit profiles and realisation plans
- Maintaining focus on the development, maintenance and achievement of the blueprint
- Providing assurance for operational stability and effectiveness through the programme delivery
- Give appropriate advice to the SRO and the CCG Oversight Group to enable fully informed

decisions to be made that help ensure the successful completion of the Connswater Community Greenway and associated work streams

- Approve the annual work plans of the Communication & Engagement Group, Capital Works Group and Management & Maintenance Coordination Group before referring to the CCG Oversight Group
- Coordinate the delivery of the work plans of the 3 project groups and ensure any changes give due consideration of the other strands of work within the programme and the Council
- Receive monitoring and evaluation reports from the project groups
- Discuss CCG issues as reported through exception reports from the project groups and make recommendations, when necessary, to the Councils Corporate Management Team
- Prepare quarterly update reports for bringing to the CCG Oversight Group, Corporate Management Team and SP&R Committee
- Agree a range of KPI's

Assurance & Risk

- To review the initial Group risk registers and risk action plans
- To receive monthly assurances from the Chair of each Group as to the management of risk
- To decide which risks from the Group risk registers should be included in the Programme risk register
- To identify, evaluate and manage the key Programme risks
- To review the Programme risk register and risk action plans at least monthly
- To provide the relevant Council Directors with the Programme risk register for the purpose of informing their departmental risk registers
- To report to the CCG Oversight Group on programme risk management quarterly
- To provide the CCG Oversight Group with quarterly assurance that programme risks are being managed.
- To develop and implement the assurance framework for the programme
- To receive independent assurance reports and to ensure that any recommendations arising are implemented promptly

Financial Management

- To Liaise and seek approval from funders and Oversight Board for programme budgetary allocations within the terms and conditions of funding
- BSM to prepare the budget in line with agreed objectives of the programme and the objectives and project plans for each of the 3 main projects / groups
- BSM to prepare the budget on the basis of an agreed programme of work for the construction elements and over the life of the project for non-construction elements
- PDB review and agree the budget allocation in line with objectives of the programme and the objectives and project plans of each of the 3 main projects / groups

- Budget Expenditure Lines to be agreed in terms of what expenditure may be coded to each line and developed in line with objectives of the programme
- To ensure that there is a robust system in place for completely and accurately recording income and expenditure on the project
- Develop a process for the Costing of Risk and Contingency that is in line with best practice (as advised by PMU with reference to any requirements of NEC option A)
- To keep the risk and contingency sum for the project under review, taking action where appropriate
-
- Change Control process to be documented, agreed and approved by Funders and Oversight Group / CMT

- BSM to develop the financial procedures for the Programme as whole, including those for use by the work groups and PDB in line with BCC and Funders requirements to include:
- Reconciliation processes, ordering, goods receipting, approval of invoices, requisitions, segregation of duty etc
- Limits to be set for any virements of spend between and within group allocations
- Level of delegated authority to be clearly defined including procurement, virement, reporting
- Financial Reporting Requirements to be defined and developed
- To ensure that the expenditure is kept within approved limits approved by the CCG Oversight Group
- To ensure that all elements of the budget have an assigned budget manager
- To review financial reports monthly along with the progress reports and consider any issues arising regarding variances
- To define what is a significant variance (in absolute and % terms)
- To agree the change control process for the project taking into account terms and conditions of funding in addition to significance of the change
- To receive recommendations for change from the Chair of each Project Team / Group, considering the financial implications of changes and the options available
- To decide on whether to accept or reject the recommendation and to refer the matter to CCG Oversight Group for decision?
- To provide the CCG oversight group / CMT with their financial reporting requirements as defined by them
- To provide the funders with the required financial returns
- To ensure that grant claims are complete, accurate, timely and appropriately approved
- Anything re closing the project? Or closing the construction stage of it?
- To ensure that procurement rules and procedures are developed that are compliant with terms and conditions of funding and Councils policy.
- To ensure that payments are made in compliance with the terms and conditions of contract and council policy
- To ensure that the filing system for financial documents is clarified and agreed (e.g. who keeps original invoices?)
- To escalate financial issues to the CCG Oversight Group as set out in the defined escalation procedure

Communication & Engagement Group

Membership

Wendy Langham (EBP) - Chair
Barry Donaldson (Castlereagh Borough Council)
Steven Stockman (BCC)
Caroline Dixon (BCC)
Victoria Law (BCC)
Amanda Doherty (Big Lottery Fund)
BCC – Community Services
BCC – Development Department

Advisory Role/ Reporting Function
Lynne McCreery (BCC)
Sean Brannigan (EBP)
Heather Chesney (EBP)
Stephanie Meenagh
BIG
Rivers Agency

Meeting format & decision making

Meetings will be scheduled on a monthly basis to discuss progress against the agreed plan of work. As deemed appropriate by the Chair, the Group may be sub divided into small working groups to undertake discrete pieces of work.

The Communication & Engagement Team will have full decision making authority within the parameters agreed with the Programme Manager. Decisions will be sought through consensus; when consensus cannot be reached, the Chair of the Team will refer the final decision to the Programme Manager.

List of key responsibilities

- Reporting to the CCG Oversight Group through the Programme Manager and Project Board, responsible for the CCG Communication and engagement during construction.
- Developing a communication and engagement plan for CCG construction phase, with annual plans for approval by the CCG Oversight Group including KPIs.
- Providing monthly progress reports against agreed annual plan to the CCG Project Board.
- Monitor progress against agreed KPIs and provide information for CCG interim and annual reports.
- Develop and agree protocols for communication and information sharing between key partners.
- Promote CCG and engage with stakeholders through an agreed marketing, communications and engagement strategy and campaigns, including social and digital media, keeping them informed of the construction programme and progress.
- Support ongoing community and stakeholder engagement through public and stakeholder meetings, CCG outreach centres, CCG Activity Grants Programme, volunteering opportunities.
- Develop and manage a CCG education programme for schools and colleges, including a small education grants programme.
- Develop a greener, cleaner area through the support and delivery of training in amenity horticulture, including volunteering opportunities and community gardens.
- Work with stakeholders and the community to improve the quality of the Connswater, Knock and Loop river corridors and achieve fair ecological status.
- Develop Tourism and Heritage opportunities along the CCG, working with key stakeholders, including establishing CCG trails, signage and interpretation, linking with other attractions.
- Support and co-ordinate the positive use and animation of the CCG area by customers and suppliers thorough activities, events and programmes.
- Encourage and support the use of CCG and Greenways for physical activity though walking and cycling activities.
- Secure additional funding as required.
- Work with BCC Good Relations and Community Safety Team to ensure CCG is a safe, accessible place for everyone to enjoy.
- Work in liaison / coordinate with the Capital Works / Land Assembly Group and the Management and Maintenance Group to ensure the design is practical to deliver the CCG outcomes and support future use and long term management and maintenance of the CCG.

Assurance & Risk

- To identify, evaluate and manage the key Group risks
- To nominate team risks for inclusion in the Programme risk register
- To review the Group risk register and risk action plans at least monthly
- To report monthly to the Project Delivery Board on team risk management
- To provide the Project Delivery Board with monthly assurance that Group risks are being

managed.
- To implement the assurance framework for the programme
- To promptly implement any recommendations arising from independent assurance reports

Financial Management

- Financial Reporting requirements to be defined by PDB in the context of the overall programme requirements and financial procedures
- To ensure that expenditure is kept within approved limits and is regular, i.e. the approved budget for the approved project plan
- To comply with financial procedures for the project
- To review financial reports monthly and to provide explanations to the PDB, in the required format, for significant variances
- To provide forecast position as required
- When change control events are identified to comply with agreed processes that require, financial implications to be identified along with options and presented to the PDB
- To procure in line with agreed procedures and to retain evidence of following procurement procedures (quotations etc)
- To support the BSM in the preparation of financial reports (e.g. commitments reporting)

Capital Works Group

Membership

Gerry Millar (BCC) - Chair
Bob Beggs (BCC)
Paul Barr (BCC)
Colin Campbell (BCC)
Maurice Kinkead (EBP)
Gerry McAreavey (DSD)
Alasdair MacDonald (EC Harris/ Big Lottery Fund)
Stephen Dawson (Rivers Agency)

Advisory Role/ Reporting Function
Wendy Langham (EBP)
Emma McCracken (Central Procurement)
Alastair McDonald (Jacobs)
Employers Agent

Meeting format & decision making

Meetings will be scheduled on a monthly basis to discuss progress against the agreed plan of work. As deemed appropriate by the Chair, the Group may be sub divided into small working groups to undertake discrete pieces of work.

The Capital Works/ Land Assembly Team will have full decision making authority within the parameters agreed with the Programme Manager. Decisions will be sought through consensus; when consensus cannot be reached, the Chair of the Group will refer the final decision to the Programme Manager.

The Director of Property & Projects, Gerry Millar, has been given full delegated authority to negotiate the CCG contract, including termination if required.

Responsibilities

- Reporting to the CCG Oversight Group through the Programme Manager, responsible for

managing the successful delivery of the CCG construction contract

- Develop an annual plan to be approved by the CCG Project Delivery Board for the activities to be undertaken within the remit of the capital works of the CCG project.
- Report by exception on a monthly basis to the CCG Project Delivery Board, through the Programme Manager, on the progress of the project and any changes to the design brief for noting.
- Undertake contract negotiations as required
- Report to the Programme Manager and the CCG Project Delivery Board, when appropriate, any tolerance threats to the successful completion of the project.
- Undertake communication exercises with residents and land owners about upcoming construction work.
- Consider reports from McAdam Design and give appropriate instruction to McAdam Design to ensure the successful completion of the CCG project.
- Ensure capital works decisions are made within the agreed 2 week time constraint as per agreed in the construction contract.
- Participate in the BCC Gateway Reviews and ensure actions and recommendations are addressed in a timely manner.
- Adequately manage any construction related risks.
- Approve final design plans, ensuring they do not stray outside the agreed construction contract.
- Undertake the design and commissioning of public art along the Greenway, in liaison with the Communication & Engagement and Management & Maintenance Groups
- Ensure regular communication with the Rivers Agency over areas of overlap with the Flood Alleviation Scheme.
- Work in liaison with the Management & Maintenance Coordination Group and the Communication & Engagement Group to ensure the design brief is practical for the long term management and maintenance of the Greenway

Assurance & Risk

- To determine whether the use of Monte Carlo analysis / P2net is appropriate, bearing in mind contractual terms and conditions, and to employ these methods if appropriate
- When provided, to review the contractors risk register and to take action as appropriate
- To identify, evaluate and manage the key Group risks
- To ensure that any programme risks that are fully / partly owned by the Rivers Agency are communicated and agreed with the Rivers Agency
- To nominate Group risks for inclusion in the programme risk register
- To review the Group risk register and risk action plans at least monthly
- To report monthly to the Project Delivery Board on Group risk management
- To provide the Project Delivery Board with monthly assurance that Group risks are being managed.
- To implement the assurance framework for the programme
- To promptly implement any recommendations arising from independent assurance reports

Financial Management

To be discussed, including contractual payments

Financial Reporting requirements to be defined by PDB in the context of the overall programme requirements and financial procedures

- To ensure that expenditure is kept within approved limits, i.e. the approved budget for the approved project plan

- To comply with financial procedures for the project
- To review financial reports monthly and to provide explanations to the PDB, in the required format, for significant variances
- To provide forecast position as required
- When change control events are identified to comply with agreed processes that require, financial implications to be identified along with options and presented to the PDB
- To procure in line with agreed procedures and to retain evidence of following procurement procedures (quotations etc)

Financial management – specific to construction contracts:

- To approve payments to contractors in line with agreed PMU procedures and to retain all necessary evidence
- To process requests for payments to contractors in compliance with terms and conditions of contract
- To monitor timeliness of payments to contractors
- To keep the risk and contingency sum for the project under review, highlighting to the PDB / PM where action is required

Management & Maintenance Coordination Group

Membership
Fiona Holdsworth (BCC) – Chair
Maurice Kinkead (EBP)
Steven Stockman (BCC)
Gareth McKibbin (Roads Service)
David Miskelly (Roads Service)
Castlereagh Borough Council
Rivers Agency

Advisory Role/ Reporting Function
Bob Beggs (BCC)
Wendy Langham (EBP)

Meeting format & decision making

Meetings will be scheduled on a monthly basis to discuss progress against the agreed plan of work. As deemed appropriate by the Chair, the Group may be sub divided into small working groups to undertake discrete pieces of work.

The Management & Maintenance Coordination Team will have full decision making authority within the parameters agreed with the Programme Manager. Decisions will be sought through consensus; when consensus cannot be reached, the Chair of the Team will refer the final decision to the Programme Manager.

Responsibilities

- Ensure the coordination of the management and maintenance plans for the Greenway
- To ensure the BCC 40 year management and maintenance plan is communicated to the relevant parties to ensure the smooth operation of the Greenway pre and post construction
- Work in liaison with the Capital Works Team and the Communication & Engagement Team to ensure the design brief is practical for the long term management and maintenance of the Greenway
- To ensure that the design of the Greenway gives due consideration to the safe use by the

public and employees once the construction is complete
- Ensure that the environmental aspect of the Greenway, both during and post construction is given full consideration.

Assurance & Risk

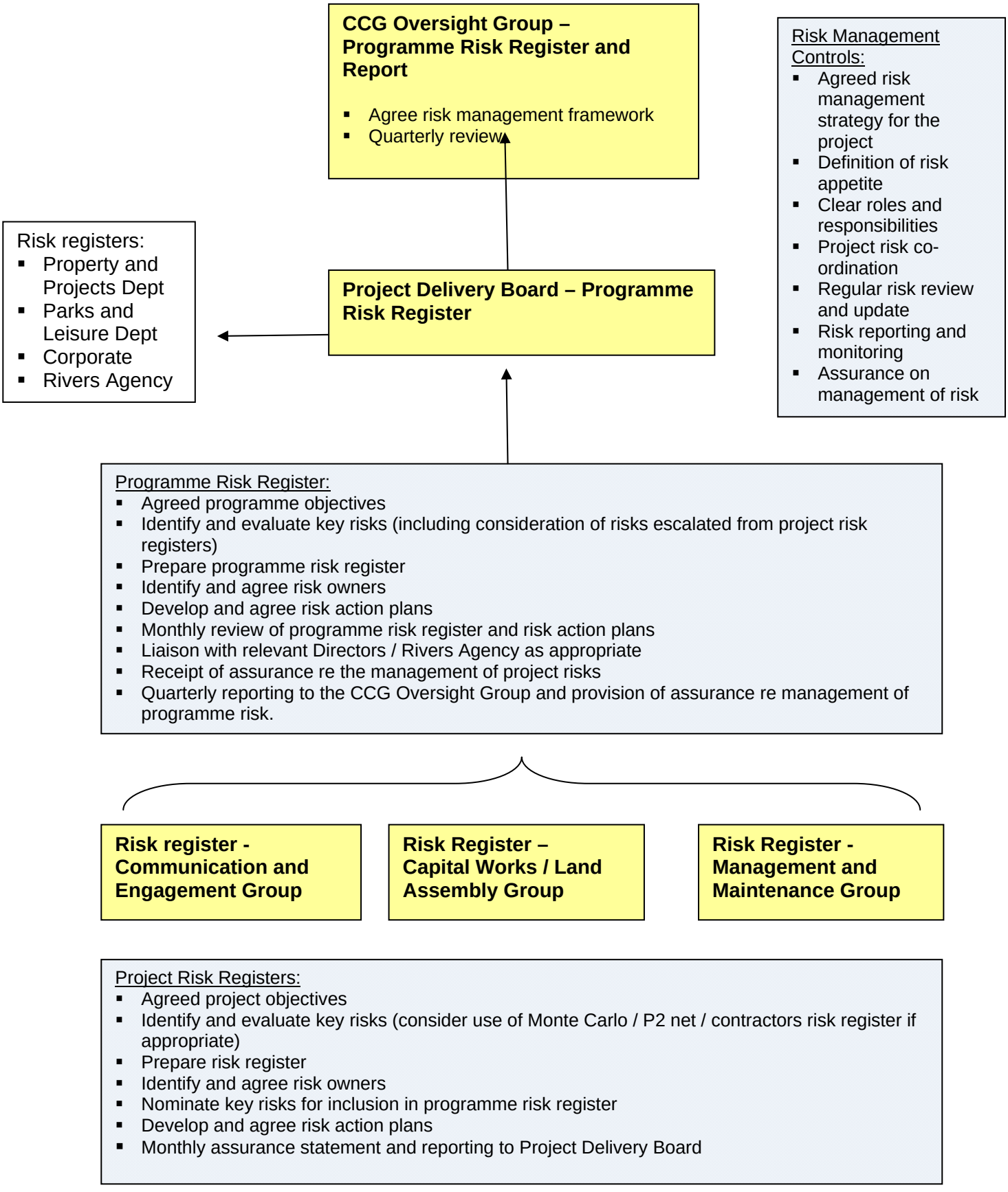
- To identify, evaluate and manage the key Group risks
- To nominate Group risks for inclusion in the programme risk register
- To review the Group risk register and risk action plans at least monthly
- To report monthly to the Project Delivery Board on Group risk management
- To provide the Project Delivery Board with monthly assurance that Group risks are being managed.
- To implement the assurance framework for the programme
- To promptly implement any recommendations arising from independent assurance reports

Financial Management

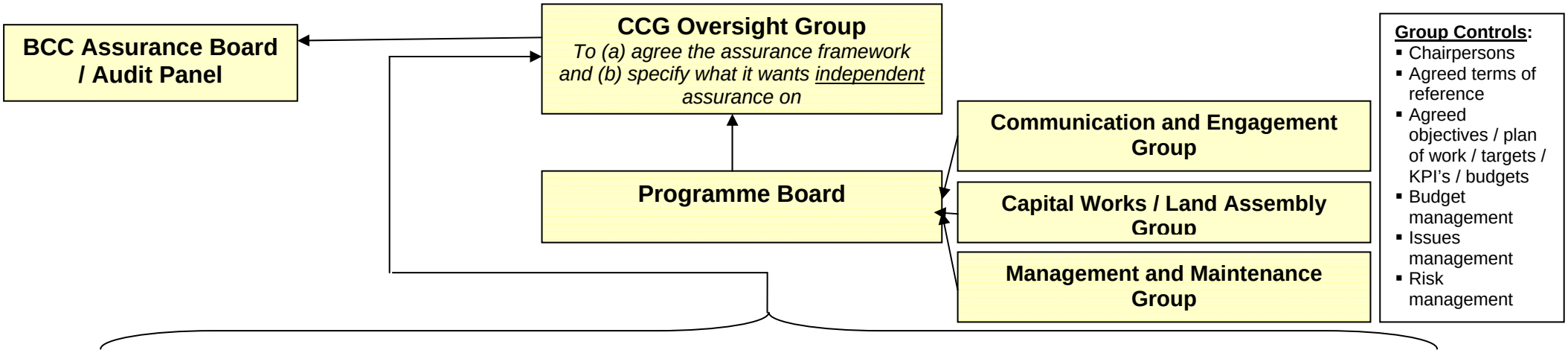
Financial Reporting requirements to be defined by PDB in the context of the overall programme requirements and financial procedures

- To ensure that expenditure is kept within approved limits, i.e. the approved budget for the approved project plan
- To comply with financial procedures for the project
- To review financial reports monthly and to provide explanations to the PDB, in the required format, for significant variances
- To provide forecast position as required
- When change control events are identified to comply with agreed processes that require, financial implications to be identified along with options and presented to the PDB
- To procure in line with agreed procedures and to retain evidence of following procurement procedures (quotations etc)
- To ensure that the financial capacity to delivery this project exists within the BCC budget provision

CCG Programme Risk Management Framework



CCG Programme Assurance Framework



FOR ILLUSTRATION PURPOSES – HERE IS AN EXAMPLE ASSURANCE FRAMEWORK FOR THE PROGRAMME						
Assurance needed on, for e.g.:	**Progress and quality of construction works**	**Delivering the project within budget and ensuring value for money**	**Compliance with contract / contract negotiations?**	**Delivery of agreed outcomes**	**Management of project risks**	**Other risks …**
Sources of assurance:	Employers agent (Project Manager) McAdam Design Contractor	Business Manager, Property and Projects Dept Chairs of: ▪ Communication and Engagement ▪ Capital works / land assembly ▪ Management and maintenance	Legal Services, Belfast City Council Quigg Golden, construction specialists Director of Property and Projects	Chair of communication and engagement group?	Chair of Programme Board Chairs of: ▪ Communication and Engagement ▪ Capital works / land assembly ▪ Management and maintenance	
Basis of assurance:	▪ Monthly progress reports from Employers agent ▪ Monthly reports from Contractor ▪ Weekly meetings? ▪ Issues management procedures?	▪ Agreed budget ▪ Delegated authority for budgets ▪ Regular financial reports to Board ▪ Documented financial procedures ▪ Procurement rules ▪ Approval of tenders by Board?	▪ Letters of advice?	▪ Agreed KPI's and reporting on same	▪ Risk register ▪ Risk action plans ▪ Monthly assurance statements	
Questions to be answered by the CCG Oversight Group - Is independent assurance required on each of these areas? Who is the source of independent assurance? What is the basis of the assurance?						

Appendices

CCG PROGRAMME DELIVERY
Progress Report

Project Name:		**Date:**
Report Author:		
Project Stage (please delete as appropriate):		
Current Position:		
Issues / Risks:		
Decision Required:		

Outcome:

Signed:

(Chair of Programme Delivery Board)

Date:

CCG PROGRAMME DELIVERY
Proposal Outline

Project Name:				
Report Author:				Date:
User Ref:	**SENIOR USER**	**SPONSOR**	**PROJECT MANAGER**	***PROJECT DELIVERY BOARD only***
Name:				Ref No:
Telephone:				Rec'd date:
Signature:				Acknowledged:
Date:				Date of Group meeting:

Decision Required

Project Background:

Note:
This document may be treated as a summary and each section supported by backup documentation as required.
The nature and scale of the project will determine the level of detail. Further guidelines on completing this form are available on BelNET.

Justification for Project: (Business case, including anticipated benefits or savings).
Any further comments/information and suggestions for Project Team nominations:
Estimated Costs for Acquisition, Development and Implementation:
CCG Commentary/Conclusions/Recommendations ***For PROJECT DELIVERY BOARD Use Only***

DATE:		**PROJECT DELIVERY BOARD Chair Signature:**	

Protocols for Connswater Community Greenway

To be finalised by the Project Delivery Board and presented to the CCG Oversight Group for ratification.

Purpose: to support the effective implementation of the governance and outlines expected service standards for the partnership between Belfast City Council and East Belfast Partnership.

1. **Dealing with queries and information**
   - On receipt of email/telephone message, acknowledgement of query within x days
   - Answer/follow up within x days of original message
2. **Project personnel**
   - Extended periods of annual leave should be communicated in advance and delegated authority/agreed contingency in place
3. **Managing meetings**
   - Annual calendar in advance of scheduled meetings of the CCG Oversight Group, programme team and all relevant work-streams.
   - Any re-scheduling will be kept to a minimum and done in consultation with partners
   - Papers will be circulated x days in advance and minutes will be issues within x days of the meeting.
   - Meeting papers will use the agreed pro forma/templates
4. **Meeting Agenda**
   - The agenda for the CCG Oversight Group will be drafted for the Senior Responsible Officer by the Programme Manager. The Chief Executive of the East Belfast Partnership Board will raise any items for discussion with the Senior Responsible Officer, for inclusion on the agenda.
5. **Building consensus at meetings**
   - In the event of a consensus not being reached, relevant issues should be recorded in the meeting record pro forma, and forwarded to the Project Delivery Board meeting for its next agenda.
   - In the event this is a time critical matter, the Programme Manager will convene the Project Delivery Board at the earliest opportunity or consult by email.
   - The final decision lies with the Senior Responsible Officer, accountable to the Corporate Management Team and Strategic Policy and Resources Committee.
6. **Communications**
   - The Programme Manager in conjunction with Project Delivery Board and when necessary with Senior Responsible Officer, agrees consistent external messages and determines way forward
   - Incidents of counter-briefing/ hearsay, will be raised at the Project Delivery Board and resolved by the Programme Manager with the Senior Responsible Officer, in conjunction with the Chief Executive of East Belfast Partnership when necessary

7. **Inter-dependent issues**
   - Decisions which have an impact across 2 or across the 3 work-streams will have implications, or on the overall outcomes, are discussed at Project Delivery Board and a consensus on the matter is facilitated by the Programme Manager.
   - If this is not possible, the Programme Manager will consult with the Senior Responsible Officer on raising this at the CCG Oversight Group.
8. **Business planning**
   - Each sub-group is expected to produce an annual plan describing its objectives, planned activities, resources required and performance measures.
9. **Change Control**
   - Change control requests (i.e. those actions outside of annual plans) will be standardised across all 3 sub-groups and forwarded to the Programme Manager for agreement, as described in the scheme of delegation.
   - Any changes controls are within parameters agreed with the council and the funders' conditions of offer
   - It is the sole responsibility of the Programme Manager and the Senior Responsible Officer to seek agreement for changes with funders
10. **Management of Risk Register**
   - The Programme Manager is responsible to the Senior Responsible Officer for the maintenance of the Risk Register. This will be a standardised format and will record all change controls for the purposes of audit and transparent decisions.
   - Programme sub-group chairs will be responsible to the Programme Manager for annual risk workshops and the subsequent maintenance of the risk register.
   - Each sub-group has a live risk register which is a standard item on agenda and information is forwarded to the Programme Manager in standardised format.
   - The Risk Register will be a regular item of the Project Delivery Board meetings and risks actively managed. The CCG Oversight Group will monitor the risk register quarterly.
   - On behalf of the Senior Responsible Officer, the Programme Manager will liaise with the external bodies e.g. Rivers Agency for their respective risk registers.

CCG Monitoring and Evaluation
Table 1: Evaluation Report March 2011

Outcome	Themes	KPI No:	Objectives	Baseline	Target Project end	Project Team
Improved urban environment	Environmental	**OBJECTIVE 1 To improve the environment in the CCG area by developing the CCG in line with the agreed design programme**				
		1.1	Area of additional and improved accessible green and open space provided available	0	13.3 Hectares	**CW**
		1.2	Kilometres of improved cycle and walking paths	0	16kms	**CW**
		1.3	Number of new or improved bridges & crossings	0	30	**CW**
		1.4	Weight of rubbish removed from rivers	0	1.5 tonnes	**CW**
		1.5	Perceptions of Rubbish / Litter lying around	3	4	**CE**
		1.6	Perception of Vandalism/ Graffiti/ Damage to Vehicles or Property	3	4	**CE**
		1.7	Area of semi-natural habitat created	0	TBC	**CW**
		1.8	Management and control of invasive species	Mapped extent	Control Procedures	**CW**
		1.9	Water Environment - Ecological Status	Poor	Fair	**CW/CE**
		1.10	Improvement to River Corridor	None	TBC	**CW**
		1.11	Number of Gateway Markers/ Pieces of Public Art pieces	0	4	**CW/CE**
		1.12	Satisfaction of Local Area	2	1	**CE**
		1.13	Number of Native Trees planted	0	TBC	**CW**
Healthier and More Active People and Communities	Social	**OBJECTIVE 2 To promote physical activity to improve health and wellbeing in the CCG area**				
		2.1	Total number of pedestrian and cycle users and anglers (PARC and CCG)	1,425,422	1,781,778	**CE**
		2.2	As 1.2			
		2.3	Walkability (PARC) WI = Walkability Index	23 Wards with med - high WI	28 Wards with med - high WI	**CW/CE**
		2.4	Play and recreation in CCG Area (SOPARC)	285 people / hour	314 people / hour	**CE**
		2.5	Self reported general health	72.60%	82.50%	**CE**
		2.6	Proportion of population meeting physical activity weekly target	60%	65%	**CE**
		2.7	Mobility - level of use of 'active' transport methods	29.9mns	33mns	**CE**
		OBJECTIVE 3 To encourage participation in the CCG project by the community and by schools and colleges using the CCG as a resource				
A stronger safer community		**3.1**	Number of community members and community groups engaged in specific CCG activities	7 groups 100 people	35 groups 500 people	**CE**
Better access to training and development		**3.2**	Number of schools, colleges, students engaged in specific CCG activities	0	30 schools 3000 students	**CE**
A stronger safer community		**3.3**	Engagement with key stakeholder groups (% of stakeholder groups informed about CCG)	95%	95%	**CE**
Better life chances		**3.4**	Number of CCG activities / events held	3	30	**CE**
A stronger safer community		**3.5**	Strength of social networks	TBC	TBC	**CE**
		3.6	Safety of the area from crime	2	2.5	**CE**
		3.7	Measure of trust in neighbours	2	2.5	**CE**
	Economic	**OBJECTIVE 4 To contribute to the economic regeneration of East Belfast through investment, employment and tourism**				
An improved urban environment		**4.1**	Total capital expenditure attributable to CCG	0	£38.2m	**OG**
		4.2	Management and maintenance expenditure on CCG	0	TBC	**MM**
Better access to training and development		**4.3**	Direct employment and training arising form CCG	7	18	**CE**
Better life chances		**4.4**	Number of visitors to CCG	85,525	171,051	**CE**
		4.5	Number of CCG Tourism and Heritage Trails	1	6	**CE**
A stronger safer community		**4.6**	No. people CCG media coverage and PR activities reaches	1m	4m	**CE**
Better access to training and development		**4.7**	Volunteer hours/ value	250 hours £1483	1000 £6000	**CE**
An improved urban environment		**4.8**	Number of properties protected from flooding	0	1700	**CW**

DRAFT