

INFRASTRUCTURE PROGRAMME BOARD TERMS OF REFERENCE

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1. Scope and Purpose

Infrastructure Programme Board's scope includes:

All capitally funded infrastructure related schemes, projects, initiatives, policies and strategies.

The following annual capital work programmes:

- Highways & Transport
- Land Drainage & Flood Defence
- Vehicles, Plant & Equipment

These programmes, regardless of funding source, include:

- Asset Management
- Integrated Transport
- Major transport schemes
- Streetpride Vehicles
- Local Flood Alleviation schemes

Additionally, Infrastructure Programme Board's remit extends to the following revenue funded activities:

- Highways Maintenance revenue programme

Infrastructure Programme Board will have consideration to other related programmes, without directly influencing or monitoring them. These currently include the Street Lighting PFI and the Regeneration Capital Programme.

The purpose of Infrastructure Board is to:

- Maintain an overview of the progress and delivery of the annual capital work programmes
- Monitor scheme progress in respect of timescales and budget
- Approve proposals for changes to the work programmes including recommendations to reallocate budgets depending on priorities and funding pressures (in line with delegated approval levels and the Financial Procedure Rules)
- Refer decisions beyond delegated approval levels appropriately
- Ensure that all schemes are managed in accordance with the Financial Procedure Rules
- Ensure that the work programmes comply with the Council's capitalisation policy
- Make certain that all schemes are managed in line with agreed project and programme management processes
- Ensure that decisions taken are recorded and reported appropriately
- Provide strategic direction and coordination
- Endorse future years work capital programmes for Cabinet approval

2. Personnel

Infrastructure Board core membership:

- Director of Planning and Transport (co-chair and programmes owner)
- Director of Public Protection and Streetpride (co-chair and programmes owner)
- Head of Street Cleansing, Waste and Fleet Management
- Head of Highways and Grounds Maintenance
- Head of Highway Assets and Engineering
- Head of Traffic and Transportation
- Head of Finance – Communities and Place
- Head of Planning
- Programming and Policy Team Leader (Programme Manager)

Others as required:

- Flood Defence Team Leader
- Strategy and/or Project Managers
- Director of Community and Place (alternate service director)

3. Roles and responsibilities

The Senior Responsible Officers (SROs) are the Director of Planning and Transport and the Director of Public Protection and Streetpride. They are responsible for making programme decisions in accordance with delegated approvals and in consultation with Cabinet Member and/or refer recommendations to Cabinet for approval as appropriate.

Their responsibilities are:

- Ownership of the work programmes within the remit of Infrastructure Programme Board
- Ensuring the effective delivery of the work programmes
- Provision of strategic direction and mandates for issue mitigation and resolution
- Endorsement of future years work programmes that contribute to relevant policies, strategies and operational requirements
- Guiding the meeting according to the agenda
- Ensuring all discussion items and recommendations reach a decision, action or clear outcome

The inclusion of the Director of Community and Place is intended to be a temporary arrangement, in place whilst Infrastructure Programme Board is minus a director in its core membership. The Strategic Director of Communities and Place has authorised this arrangement. When the Director of Communities and Place's input is required, full explanations and details of any required changes will be provided.

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The Programme Manager ensures the operation of the Infrastructure Programme Board and sub-groups to provide an overview of programme development, approval and delivery. Responsibilities are:

- Present programme issues and recommendations for mitigation and resolution
- Refer issues in accordance with delegated approval levels
- Develop annual work programmes for board endorsement
- Provide timely and accurate progress reports to board and Corporate Capital Programme Board
- Facilitating meetings – agendas, papers, minutes, meeting requests

Each Head of Service's responsibility within the remit of Infrastructure Board is in line with their individual service area responsibilities, including:

- Attending Infrastructure Board and provide direction and steer to the Programme Manager and Strategy/Project Managers as necessary.
- Taking action within their respective service areas to remove barriers to effective programme and project delivery
- Ensuring that all resource issues are highlighted and addressed to meet approved commitments

In the case of the Head of Finance – Communities and Place, advising on the financial implications of recommendations and decisions to support the effective delivery of the programme

4. Cabinet Member Areas of Responsibility

The following Cabinet Members' portfolios include responsibility regarding the direction and decision in respect of Infrastructure Programme Board's work programmes and the schemes within them:

Cabinet Member for Communities, Neighbourhoods and Streetpride – Councillor Jonathan Smale

- Traffic and Transport
- Grounds Maintenance and Street Cleansing
- Highways and Engineering
- Refuse and Waste Management

Cabinet Member for Regeneration and Public Protection – Councillor Matthew Holmes

- Strategic Planning and Transport

NB – these responsibilities are taken directly from the Democratic Services Team.

5. Delegated Authority – Financial Approval Limits

i. Financial Approval Limits

In line with the Council's Financial Procedure Rules, a Strategic Director can approve a £100k variation as long as it is contained within a Programme Area. The Strategic Director of Communities and Place has delegated absolute authority to the Infrastructure Programme Board. This approval is included in the report that accompanies the work programmes to Cabinet each year, and will normally be made via the Infrastructure Programme Board. However in exceptional circumstances, approval can be made by the Director of Planning and Transport and/or the Director of Public Protection and Streetpride outside of scheduled board meetings.

In instances where the Director of Planning and Transport nor the Director of Public Protection and Streetpride are not present at board meetings, there are two alternative routes available for decision-making outcomes. The first involves the remaining board members who have been delegated authority to recommend approval. Their decision is however subject to ratification, retrospectively securing formal consent from either director. The Strategic Director of Communities and Place has agreed a further delegation if neither the Director of Planning and Transport nor the Director of Public Protection and Streetpride are available. In that instance, the Director of Communities and Place can approve, however this will only be utilised in extenuating circumstances.

Infrastructure Programme Board, with the approval of a Cabinet Member can approve budget variation between £100k and £250k subject to being contained within the approved funding. This approval will normally be secured at the briefings attended by the Director of Planning and Transport and/or the Director of Public Protection and Streetpride and Cabinet Member. Each year, when seeking Cabinet approval for the Highways & Transport, Vehicles, Plant & Equipment and Flood Defence work programmes, a specific recommendation is included to seek delegated approval to permit Infrastructure Programme Board, in consultation with the relevant Portfolio Holder, to introduce new schemes or bring forward the implementation of schemes at the expense of others.

Any change of £250k or greater requires Cabinet approval.

Cabinet approval is also required where a scheme is being funded from revenue of capital reserves, which have not previously been earmarked for specific uses consistent with the purpose of the capital scheme.

ii. Financial Approval Limits for Strategy Managers

Infrastructure Programme Board have approved further delegation to Strategy Managers, providing changes are contained within a single strategy area and do not result in the addition or removal of a scheme. The financial limits prescribed are:

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- A minor change in scheme design or an alternative solution to better achieve the scheme outcomes, that is less costly or cost neutral (subject to any relevant grant conditions or s106 heads of terms)
- A change to an individual scheme cost of up to £20k for schemes costing less than £100k.

Regardless of value, all scheme cost changes within a strategy area will be reported to Infrastructure Programme Board and will be recorded appropriately, identifying the details and reasons for the scheme variation, and will be managed in consultation with the respective technical, legal and finance officers. Close monitoring of schemes during the financial year will allow the bringing forward of scheme variations to Infrastructure Board as soon as practicable. All decisions taken within delegated authority must be appropriately reported through the corporate governance structure. Information submitted is agreed between the Programme Manager and the Finance Leads.

Diagram 1 provides a graphical representation of the above delegated procedure.

Appendix 1 shows corporate delegated approval requirements as contained in the Financial Procedure Rules.

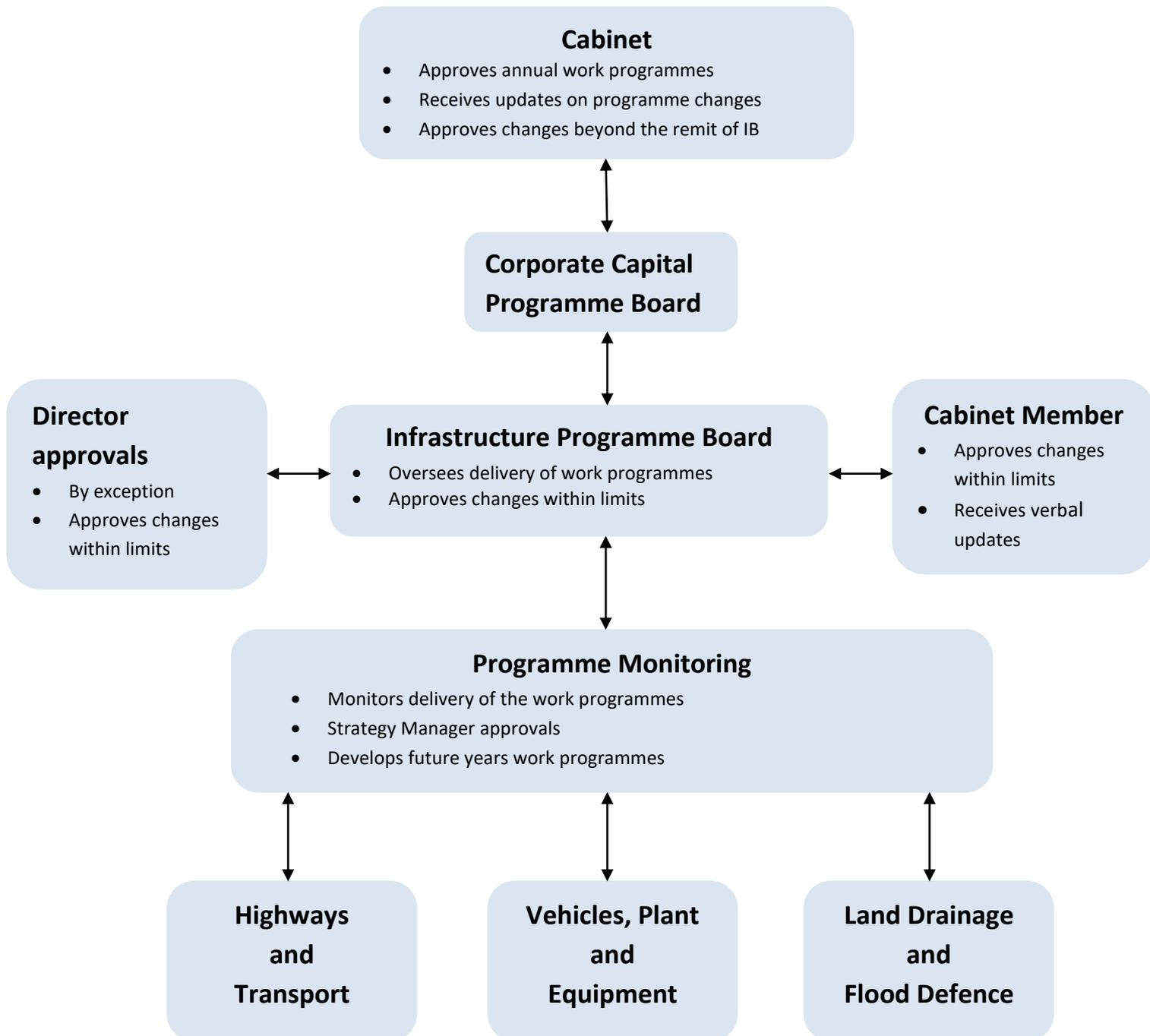
6. Frequency and Duration of Meetings

Infrastructure Programme will meet monthly. Meeting requests are 1.5 hours in duration.

Any programme issues requiring decisions by exception, outside of these meetings will be coordinated by the Programme Manager and taken to the Director of Planning and Transport and/or the Director of Public Protection and Streetpride.

7. Programme Management Processes

Diagram A: Programme Governance



8. Appendix 1: Financial Procedure Rules – Delegation Approval

Approval Requirements:	Below £10k	Below £15k	Below £100k	100k - £250k
Transfer of Budgets	SD	SD	SD	SD and CM
Bid for Funding	DoF and SD	DoF and SD	DoF and SD	DoF, SD and CM
Accept Funding	DoF and SD	DoF and SD	DoF and SD	DoF, SD and CM
Use of Reserves (in line with intended use)	CLT	CLT	CLT	CM
Accountable body/3 rd party	DoF and SD	DoF and SD	DoF and SD	DoF, SD and CM
Special Allowances/Grants to Individuals	CO	CO	Cabinet	Cabinet
Write off Stock / Equipment	CO	DoF	DoF	DoF
Write off Debt	DoF and SD	Cabinet	Cabinet	Cabinet

Abbreviations Key: Chief Officers = CO, the Director of Finance = DoF, Corporate Leadership Team = CLT and Cabinet Members = CM, Strategic Director - SD.