Annex 1:Community Stadium Governance Structure - Roles & Responsibilities

	Purpose	Membership	Authority/ Delegation	Escalation Routes/ Reporting	Reporting Frequency
Council	Sets budget for Capital Programme. Approves CYC Contribution to scheme.	All council members	£4M capital expenditure agreed March 2012.	Would approve any changes to CYC capital contribution.	Ad hoc
Cabinet	Approved Business case March 2012. Sets project framework and key decisions within the terms of the CYC constitution.	Cabinet members	Authorises changes to scope and business case. Ad hoc decisions as required	Receives update reports from Project Board. Approves significant adjustments to the project scope within financial constraints. Approves mitigation measures to address catastrophic risks.	Ad hoc
Councillor Decision Session	Make decisions that do not require Cabinet approval.	Cabinet Member Leisure Culture & Tourism (LCT)	Ad hoc decisions as required	Decision making as required. Escalates to Cabinet	Ad hoc
Project Board (PB)	To receive reports on progress of project, make decisions through delegated authority of PD, escalate key issues, risks and budget matters.	Chair Project Director Reports from Project Manager and other corporate officers to the Project Sponsor. Attended by the Cabinet Member	Refers decisions to appropriate delegated body (PD & Director's Delegations), or Cabinet member decisions / Cabinet etc.	Receives update reports from the Project Manager. Escalates risk items which have been raised to catastrophic level pre-mitigation. Agrees variations to budget within delegated authority.	Bi-Monthly

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		for Transport, Planning and Sustainability			
Project Sponsor (PS)	Project Champion /figurehead for the Council.	Cabinet Member for LCT	None. Decision making through the LCT decision making sessions where appropriate.	Project Board / PD	NA
Project Director (PD)	Owns business case & risks, manages resources and directs project	Corporate Director	Authority in line with Director's delegations and decisions made in relation to the project's delivery.	Cabinet Member for LCT, Cabinet and Council.	NA
Project Manager	Delivers work packages, manages project resources reports to project board	Senior Council Officer	In line with officers delegations set by PD business of PB and other relevant decision making bodies.	PD & Project Board.	Supervision with PD
Community Stadium Partnership Forum	Provides forum for the development of the community aspect of the project and stakeholder involvement.	Representatives of key partner organisations Chaired by the Project Sponsor and attended by Project Manager and the Director of CAN's	No delegated powers	Forms part of the project brief for the tender process.	Monthly Ad Hoc

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Officer Working Group	Project Management, Design and delivery of work packages Identification and management of risk and project reporting.	Project Executive Project Team Corporate Officers	No delegated powers	Identifies & escalates items which vary the layout from the approved outline design, the scope of the project, the programme duration or sequence or anticipated cost. Escalates risk items which have been varied to moderate level post mitigation.	Fortnightly
Project Team	To deliver the project within the delegations set by Cabinet & work packages set by the Project Board	Project Executive Project Managers / Officers	Within delegations set cabinet, director and Project Board	Identifies issues, risk and progress reports for the Project Board.	Bi Weekly

Detailed role of Project Sponsor & project director

Project Sponsor

The responsibilities for which the sponsor is accountable to the board are:

- Provides leadership on culture and values
- Provides leadership on ethics and equalities

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- Provides acts as the figurehead for the project
- Keeps project aligned with organisation's strategy and portfolio direction
- Leads on all project communications
- Works with other sponsors
- Focuses on realisation of benefits
- Recommends opportunities to optimise benefits
- Ensures continuity of sponsorship
- Provides assurance
- Provides feedback and lessons learnt

The governance activities that take place between the sponsor and the project manager are:

- Clarifies business priorities and strategy
- Communicates key issues
- Engenders trust
- Manages relationships
- Promotes ethical working

In addition to these activities the following activities take place between the sponsor and other stakeholders:

- Engages stakeholders
- Governs stakeholder communications
- Directs stakeholder relationships
- Ensures governance and ethics of suppliers
- Arbitrates between stakeholders

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Project Director

The role of **Project Director,** usually the senior member of the project board and often the chair. The project director will be a senior officer in the authority who is responsible to CMT for the success of the project.

The responsibilities for which the project director is accountable to the board are:

- Owns the business case
- Governs project risk
- Works with the sponsor
- Is responsible for the realisation of benefits
- Recommends opportunities to optimise cost/benefits
- Provides feedback and lessons learnt

The governance activities that take place between the director and the project manager are:

- Provides timely decisions
- Clarifies decision making framework
- Clarifies business priorities and strategy
- Provides resources
- Manages relationships
- Supports the project managers role