GALASHIELS COMMUNITY CAMPUS & PEEBLES HIGH SCHOOL

GOVERNANCE STRUCTURE AND TERMS OF REFERENCE

Galashiels Community Campus & Peebles High School - Programme Board

Remit & Responsibilities - Programme Board

In line with Managing Successful Programmes (MSP) and Project Management Best Practice, a Programme Board will be established to direct both the Galashiels Community Campus and Peebles High School projects and will include the following three key roles: Executive Sponsor, Senior User(s) and Senior Supplier.

Taking account of the scope and importance of the project, Programme Board members have been drawn from senior management levels and will 'manage by exception'. Programme Board will be provided with regular progress reports prepared by the Project Managers and will be asked for decision making at key points in the projects.

Exception reports will be submitted to the Board when it is forecast that agreed tolerance levels, for cost or key project milestones will be exceeded. The Programme Board will be responsible for signing off the detailed governance arrangements as outlined in this document and for the delegation of authority to the Project Director/Manager and setting the latter's operational parameters.

It is envisaged that key milestones will be:

- Stage 1 Hub SES Submission (if necessary).
- Stage 2 Submission.
- Financial Close.
- Construction Commence.
- Operation.
- Decommissioning.
- Post Project Review / Evaluation.

It will be for the Programme Board via the respective Project Teams, to ensure that communications within and external to the stakeholder organisations are conducted as appropriate.

Membership:

Project Executive: John Curry, Director Infrastructure and Environment

Senior User: Lesley Munro, Service Director Education and Lifelong Learning

Senior Supplier: Hub South East Scotland Ltd

Project /Manager: Steven Renwick, Projects Manager

Project Assurance: Suzy Douglas (Finance), Nuala McKinlay (Legal), Ian Aikman (Planning), Andrew Ross (Comms), Norrie Curtis (Corporate Landlord) and Lynne Lauder (Live Borders).

Other members who have been confirmed in Project Workstreams include Finance, Legal, Corporate Landlord, Procurement, Community and Communications. As follows:

- Kirsty Maxwell (Finance)
- Gillian Seller (Legal)
- Norrie Curtis (Corporate Landlord)

- Andrew Ross (Communications)
- Ryan Douglas (Procurement)
- Lynne Lauder (Community)

Remit & Responsibilities – Project Executive

The Project Executive is ultimately responsible for the project, supported by the Senior User and Senior Supplier. The Project Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering a product that will achieve the projected benefits. The Project Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of business, user and supplier.
Throughout the project, the Executive 'owns' the Business Case.

The Specific Responsibilities that the Project Executive has are:
- Oversee the development of the Project Brief and Business Case
- Ensure that there is a coherent project organisation structure and logical set of plans
- Authorise customer expenditure and set stage tolerances
- Monitor and control the progress of the project at a strategic level, in particular reviewing the Business Case continually (e.g. at each end stage assessment)
- Ensure that any proposed changes of scope, cost or timescale are checked against their possible effects on the Business Case
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief corporate management through regular reporting - to the New Building Sponsoring Group, Policy Working Group and Leaders Group about project progress
- Organise and chair Project Board meetings – monthly frequency
- Recommend future action on the project to corporate management if the project tolerance is exceeded
- Approve the End Project Report and Lessons Learned Report and ensure that any outstanding issues are documented and passed on to the appropriate body
- Approve the sending of the project closure notification to corporate management
- Ensure that the benefits have been realised by holding a post-project review and forward the results of the review to the appropriate stakeholders.

Remit & Responsibilities – Project Manager

The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the board. The Project Manager's prime responsibility is to ensure that the project produces the required products, to the required standard of quality and within the specified constraints of time and cost. The Project Manager is also responsible for the project producing a result that is capable of achieving the benefits defined in the Business Case.

The Specific Responsibilities that the Project Manager has are:
- Manages the production of the required products
- Direct and motivate the project team
- Plans and monitors the project
- Agree any delegation and use of Project Assurance roles required by the Project Board
- Prepares Project, Stage and, if necessary, Exception Plans in conjunction with appointed Project Assurance roles and agree them with the Project Board
- Manages the risks, including the development of contingency plans
- Ensure that work is neither overlooked nor duplicated – through the Project Executive

- Takes responsibility for overall progress and use of resources and initiate corrective action where necessary
- Responsible for change control and any required configuration management
- Prepares and reports to the Project Board through Highlight Reports and End Stage Reports
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project
- Agree technical and quality strategy with appropriate members of the Project Board
- Prepare the Lessons Learned Report
- Prepare any Follow-on Action Recommendations required
- Prepare the End Project Report
- Identify and obtain any support and advice required for the management, planning and control of the project
- Be responsible for project administration
- Liaise with any suppliers or account managers

GALASHIELS COMMUNITY CAMPUS – SBC PROJECT STRUCTURE

Corporate Management Team

Project Board

| **Senior User**
Lesley Munro | **Project Executive**
John Curry | **Senior Supplier**
Hub SES |

SFT

Project Assurance

Suzy Douglas (Finance)
Nuala McKinlay(Legal)
Ian Aikman (Planning)
Andrew Ross (Comms)
Norrie Curtis (Corporate Landlord)
Lynne Lauder (Live Borders)

Project Manager
Steven Renwick

(PM Support)
Chris Virtue
Turner & Townsend

Project Support
Allison Stockman

Project Workstreams

Finance WG - Kirsty Maxwell
Contract WG – Gillian Seller
Corporate Landlord – Norrie Curtis
Comms WG – Andrew Ross
Procurement WG – Ryan Douglas
Community WG – Lynne Lauder

**Project Delivery Team
Contractors / Designers**

See Supplementary Chart

LEGEND

	From the customer
	From the client
	From the supplier (s)
▪▪▪▪	Lines of Guidance / Advice
▪▪▪▪	Assurance Responsibility
——	Lines of Authority

GALASHIELS COMMUNITY CAMPUS
CONTRACTUAL STRUCTURE

Participant
SBC

Procurement Strategy
Hub SES

Technical & Cost Advisor
Turner & Townsend

Contractor
Morrison Construction

Legal Advisor
CMS

Tier 1 Consultants

Principal Designer Thomas & Adamson	**Architect** JM Architects	**Civil / Structural** Goodson Associates	**M & E** Atelier 10	**Landscape Architect** Rankin Fraser

Tier 2 Consultants

Roads & Transport Goodson Associates	**Environment** Echoes Ecology	**Acoustician** New Acoustics	**Fire Engineer** Atelier 10

PEEBLES HIGH SCHOOL – SBC PROJECT STRUCTURE

Corporate Management Team

Project Board

| Senior User
Lesley Munro | Project Executive
John Curry | Senior Supplier
Hub SES |

SFT

Project Assurance

Suzy Douglas (Finance)
Nuala McKinlay (Legal)
Ian Aikman (Planning)
Andrew Ross (Comms)
Norrie Curtis (Corporate Landlord)
Lynne Lauder (Live Borders

Project Manager
Steven Renwick

(PM Support)
Graham Johnstone
Turner & Townsend

Project Support
Allison Stockman

Project Workstreams

Finance WG – Kirsty Maxwell
Contract WG – Gillian Seller
Corporate Landlord – Norrie Curtis
Comms WG – Andrew Ross
Procurement WG – Ryan Douglas
Community WG – Lynne Lauder

**Project Delivery Team
Contractors / Designers**

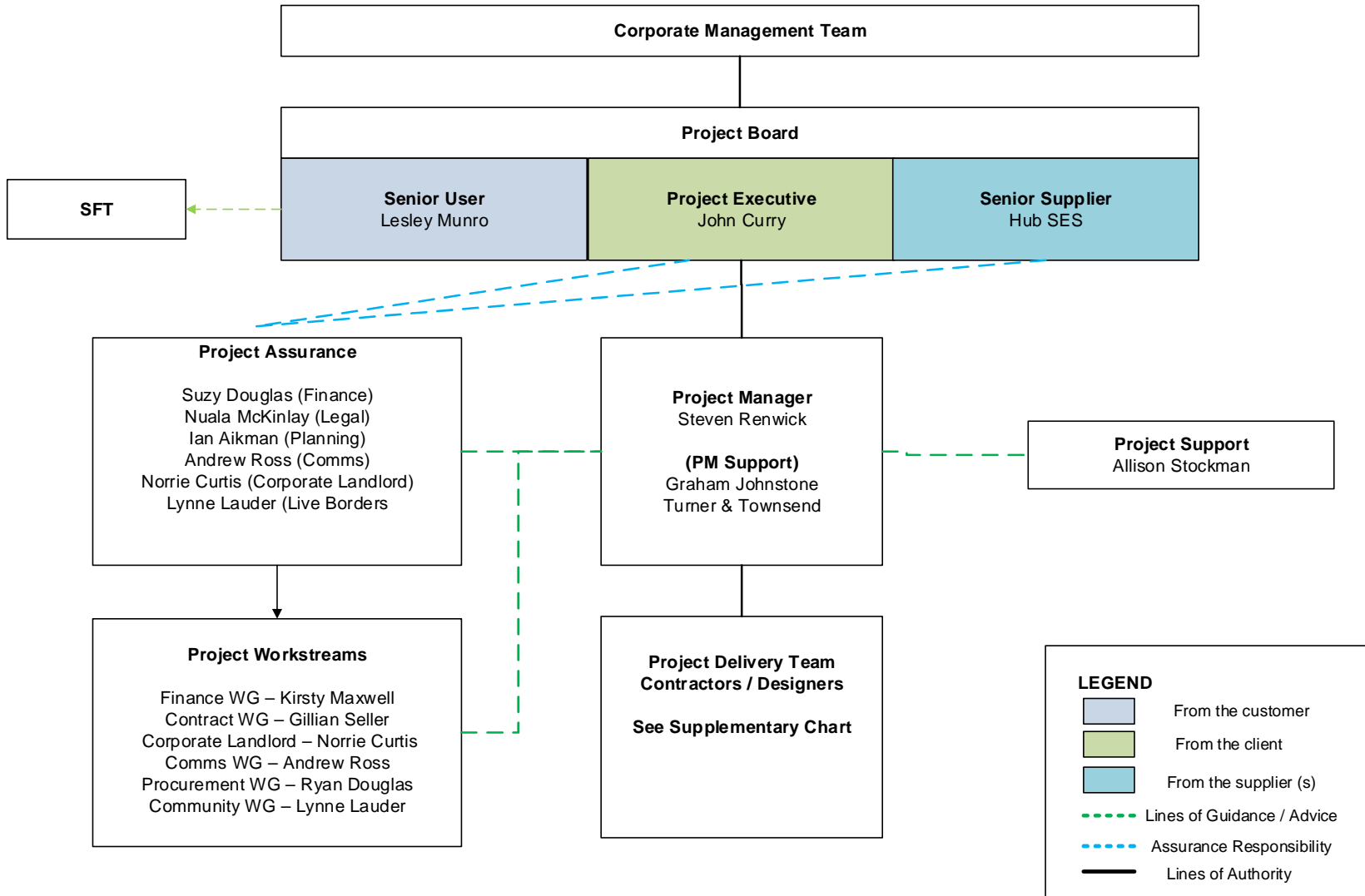**See Supplementary Chart**

LEGEND

From the customer

From the client

From the supplier (s)

Lines of Guidance / Advice

Assurance Responsibility

Lines of Authority

**PEEBLES HIGH SCHOOL
CONTRACTUAL STRUCTURE**

Participant
SBC

Technical Advisor
Turner & Townsend

HUBCO
Hub South East

Cost Advisor
Thomas & Adamson

Tier 1 Contractor
BAM Construction

Legal Advisor
CMS

Tier 1 Consultants

Principal Designer Thomas & Adamson	**Architect** Stallan-Brand	**Civil / Structural** Woolgar Hunter	**M & E** Atelier 10	**Landscape Architect** OOBE

Tier 2 Consultants

Roads & Transport Woolgar Hunter	**Environment** TBC	**Acoustician** New Acoustics	**Fire Engineer** Atelier 10