

Appendix 4

Monthly Meetings and their Terms of Reference - summary

Project Board (Monthly) – Chaired by Client Surveying Manager

The Project Board has collective responsibility for the technical review, scrutiny, strategy and allocation of tasks associated with the Client Brief process that informs the capital investment Programme. The board is effectively the scrutiny technical body that feeds directly in to the Programme Board. All key teams are invited to attend including the asset team, major works team, lessee services team, housing team, repairs team etc.

The board can also discuss and make decisions on other operation issues. If an item needs more senior approval it is referred to Programme Board where more high level items are covered. The Board's primary objectives are to consider and agree the following.

- Technical review and challenge of client briefs and project change request forms
- Agreement of appropriate stakeholder engagement
- Review of immediate pipeline of project e.g. the next 24 months
- Allocation of Tasks
- Component approval of final Client Briefs
- Identify such strategic, commercial and technical matters
- Review of draft Pre-commencement Orders
- Review of draft Commencement Orders
- Legal compliance
- Financial review, cash flow forecasting and business planning
- Be corporate conscience and offer appropriate challenge to any proposal
- Leaseholder implications

Programme Board (Monthly) – Chaired by Divisional Head of Property

Programme Board has collective responsibility for strategy, allocation of tasks and implementation of 'work' comprising the HRA capital investment programme.

The Programme Board's primary objectives are to consider and agree the following.

- Allocation of Tasks from Asset Strategy to Capital Programme, Mechanical and Electrical Services and Building Maintenance
- Approval of draft Client Briefs and timely handover to the Capital Programme Commissioning team
- Approval of final Client Briefs presented by the Capital Programme team to be issued to a Service Provider
- Approval of Pre-commencement (Task) Orders presented by the Capital Programme team to be issued to a Service Provider
- Approval of draft Commencement (Task) Orders presented by the Capital Programme team to be issued to a Service Provider
- Approval of project change requests presented by the various contract management teams
- Legal compliance
- Financial review, cash flow forecasting and business planning including necessary compliance with the Financial Regulations
- Be corporate conscience and offer appropriate challenge to any proposal
- Quarterly KPI performance reporting

- Leaseholder implications and billing including agreement to release relevant Notice of Estimates.

Housing Capital Review Group (Monthly) – Chaired by the Director of Housing

The purpose of the Housing Capital Review Group is to:

- Agree and monitor the HRA capital expenditure
- Provide strategic direction and oversight to all capital spend
- Identify and prioritise initiatives, such as programmes or projects across the directorate, as part of the 5-year programme
- Approve the 5 year business plan and programme
- Ensure investment decisions are in line with the strategic objectives
- Ensure the projects and programmes achieve the best return from the total investment
- Agree performance expectations and monitor progress taking remedial action where necessary
- Enhance transparency, accountability and corporate governance
- Be responsible for risk management within corporate context
- Own and oversee engagement and communication across all relevant stakeholders, meeting organisation and residents needs and expectations

Cabinet Member Review (Fortnightly) – Chaired by Cabinet Member for Housing

This occurs on a fortnightly basis providing an overview of progress within the City. The programme and project updates are given to the Cabinet Member for Housing where issues can be raised if they are significant. This offers visibility and equally it is a platform for the Cabinet Member and or attending Councillors to voice any concerns and challenges.

The actual Terms of reference for these meetings can be seen below.

Name of group: Project Board

Terms of reference 29 October 2021

Purpose and Objectives:

The Project Board has collective responsibility for the technical review, scrutiny, strategy and allocation of tasks associated with the Client briefing process that informs the capital investment Programme. The board is effectively the scrutiny technical body that feeds directly in to the Programme Board.

The Project Board's primary objectives are to consider and agree the following.

- Technical review and challenge of client briefs and project change request forms presented by Asset Strategy (and occasionally by other teams) and timely handover to the appropriate delivery team
- Agreement of appropriate stakeholder engagement for each project
- Review of immediate pipeline of project e.g. the next 24 months – this will be via the Client surveying tracker
- Arrangement of on-site walk arounds to review the technical detail of the client briefs
- Allocation of Tasks from Asset Strategy to Capital Programme, Mechanical and Electrical Services and Building Maintenance
- Component approval of final Client Briefs (as set out in appendix one) prior to presentation to the Programme board. This will in effect be the handover to the appropriate delivery team to be issued to a Service Provider
- Identify such strategic, commercial and technical matters to be tabled at Programme Board where required
- Review of draft Pre-commencement Orders presented by the relevant delivery team to be issued to a Service Provider
- Review of draft Commencement Orders presented by the relevant delivery team to be issued to a Service Provider
- Legal compliance
- Financial review, cash flow forecasting and business planning including necessary compliance with the Financial Regulations
- Be corporate conscience and offer appropriate challenge to any proposal
- Leaseholder implications and billing including pre-agreement to release relevant Notice of Estimates

Meeting Frequency:

The Project board shall meet monthly (usually 2 weeks before the Programme Board). They will review the immediate pipeline of projects and explore and scrutinise the technical detail of each client brief prior to final sign off at Programme Board.

The Project Board may be asked to meet urgently if discussion is required in order to make a decision.

Membership:

The Project board will be made up of the following standing members or nominated deputies:

- Commissioning Manager – Capital programme team
- Client Surveying Manager – Asset strategy team
- Head of Building Maintenance
- Head of Mechanical and Electrical Engineering

- Leasehold Customer Services Lead
- Resident Communications and Consultation Team Leader
- Finance
- Health and Safety
- Fire Safety

Meetings will be chaired by the Client Surveying Programme Manager.

Papers will be prepared and circulated by the lead representative for each Task in advance of the meeting and who will be in attendance to present the same.

Formal minutes will be taken at every meeting and formally approved and accepted by each standing member. Distribution of minutes will be to members plus members of the Programme Board.

Accountability:

Members will:

- Prepare and present accurate and relevant client briefs and project change request forms to be circulated prior to the meeting
- Positively challenge Client Briefs prepared by Asset Strategy for handover to appropriate delivery team
- Provide written confirmation of component sign off of client briefs in a timely manner
- Positively challenge recommendations for the award of Task Orders presented by relevant delivery team
- Ensure risk identification and mitigation
- Ensure that any proposals received from a Service Provider are comprehensive and comply with their obligations described in the Term Briefs and Conditions
- Ensure budget availability (either by capital revenue or grant) and approval at project outset and for the project duration
- Ensure that activities comply with the Westminster City Council City for All Strategy

Appendix one – client brief component sign-off by section

Component to be cleared by Project Board	Title of officer (delegate)	Responsible for signing off the following section in the client briefs
Asset Strategy	Gavin Ridgewell (James Long)	All sections
Property Maintenance	John Hayden (Interim) (Sheila Allen)	All sections
Finance	Libby Eledah	2 and 9
Lessee Services	Andrew Pye (Jayne Stretton)	2, 4, 5, 6, 9 and 11

Cap Programme Team	Kevin Regan (Daniel Witt)	All sections
M&E Engineering	Jason Killeen (Georgina Wingham)	All sections
Communications	Daren Townsend	All sections
Health & Safety	Matt Curran (Bryden Rimmer)	4, 5, 9 and 10
Asbestos	Elliot Davey (Matthew Curran)	4
Fire Safety	David Edney (Matthew Curran)	4, 5 and 9

Terms of Reference for Programme Board

1.0 Context

1.1 Westminster City Council seeks to manage and maintain the City Council's housing stock to the highest levels of resident satisfaction, to the highest professional standards and cost effectiveness, with continuing improvements in value for money and services. Service Providers will have a major role to play in meeting these objectives.

1.2 Westminster City Council has procured a number of services to cover the stock it is responsible for maintaining. That stock comprises:

- c. 22,700 flats and houses
- c. 7,518 garages, parking and sheds
- c. 49 play zones
- c. 16 halls

1.3 To deliver Westminster's capital; major works; repairs and voids programmes seven major term partnering contracts were let between June and September 2017. These contracts will last for ten years and will be worth approximately £440million.

1.4 Clause 2.2 of the Term Partnering Agreement 2005 sets out the following process requirements:

- The Service Provider will be expected to assist the Client in meeting the following requirements in respect of the standards of Services and value for money, specifically –
 - in demonstrating how they have ensured value for money has been secured and tested;
 - how plans and priorities for delivery of further value for money improvements will be implemented;
 - with arrangements for Residents to influence the services delivered;
 - meeting the Client's strategic aspirations for procurement;
 - implementing IT systems and on-line services

2.0 Purpose and Objectives

2.1 The Programme Board has collective responsibility for strategy, allocation of Tasks and implementation of 'work' comprising the investment programme.

2.2 The Programme Board's primary objectives are to consider and agree the following.

- Allocation of Tasks from Asset Strategy to Capital Programme, Mechanical and Electrical Services and Building Maintenance
- Approval of draft Client Briefs presented by Asset Strategy and timely handover to the Capital Programme team
- Approval of final Client Briefs presented by the Capital Programme team to be issued to a Service Provider
- Approval of Pre-commencement (Task) Orders presented by the Capital Programme team to be issued to a Service Provider
- Approval of draft Commencement (Task) Orders presented by the Capital Programme team to be issued to a Service Provider
- Approval of project change requests presented by the various contract management teams
- Legal compliance
- Financial review, cash flow forecasting and business planning including necessary compliance with the Financial Regulations
- Be corporate conscience and offer appropriate challenge to any proposal
- Quarterly KPI performance reporting
- Leaseholder implications and billing including agreement to release relevant Notice of Estimates.

3.0 Responsibilities

3.1 Members will:

- Prepare and present accurate and relevant performance reports at each meeting
- Review progress against the five year programme and full year business plan
- Positively challenge Client Briefs prepared by Asset Strategy for handover to Capital Programme team
- Positively challenge recommendations for the award of Task Orders presented by Capital Programme team
- Positively challenge project change request forms for change of scope or increased budget requirements
- Ensure risk identification and mitigation
- Ensure appropriate supply chain management is in place
- Ensure that any proposals received from a Service Provider are comprehensive and comply with their obligations described in the Term Briefs and Conditions
- Ensure budget availability (either by capital revenue or grant) and approval at project outset and for the project duration
- Ensure compliance with Section 20 of the Landlord and Tenant Act 1985 in relation to the serving of the notices, with due regard for the statutory consultation periods.
- Ensure that activities comply the Westminster City Council City for All Strategy

4.0 Membership

- 4.1 The Programme Board will be made up of the following standing members or nominated deputies:

Growth, Planning and Housing Director

Executive Director of Asset Strategy

Head of Capital Programme

Head of Building Maintenance

Head of Mechanical and Electrical Engineering

Lead Finance Business Partners (capital and revenue)

Leasehold Customer Services Lead

Resident Communications and Consultation Team Leader

Head of Procurement

Commercial and Performance manager

5.0 Meetings

- 5.1 The Programme Board shall meet monthly to agree strategies, review performance and approve or reject proposals received from its members.
- 5.2 Meetings will be chaired by the Director of Growth, Planning and Housing
- 5.3 Papers will be prepared and circulated by the lead representative for each Task in advance of the meeting and who will be in attendance to present the same.
- 5.4 From time to time a Service Provider may be invited to participate in the Programme Board meetings
- 5.5 Formal minutes will be taken at every meeting, submitted by noon on the Friday after each meeting and formally approved and accepted by each standing member.
- 5.6 Distribution of minutes will be to members plus Executive Team Members.
- 5.7 The Programme Board may be asked to meet urgently if discussion is required in order to make a decision.
- 5.8 Project Briefs may be approved virtually by Programme Board members. In order for a virtual forum to be quorate, all officers identified in Appendix A must participate.

6.0 Amendment of Terms of Reference

- 1.1 These Terms of Reference will be jointly reviewed with the Board at least annually in the first three years and then at least every two years after that.
- 1.2 The Board may propose a review, or agree to a request for a review, at any time in response to changing circumstances.

Appendix A

Component to be cleared by Programme Board	Title of Officer (Delegate)	Sections in client brief cover sheet to be signed off
Asset Strategy	Gavin Ridgewell	All Sections
Property Maintenance	Jim Paterson (John Hayden)	All Sections
Finance/Budget	Libby Eledah/Finance Director	All Sections
Lessee Services	James Portsmouth	All Sections
Cap Programme Team	Matt Bundy (Jeff Tourmentin)	All Sections
M&E Engineering	John Hayden (Jason Killeen)	All Sections
Communications	Daren Townsend (Relevant Communications Co-ordinator as named in section 11 of client brief)	All Sections
Health & Safety	Matt Curran (Bryden Rimmer)	All Sections
Asbestos	Matthew Curran	All Sections
Fire Safety	Matthew Curran	All Sections

CAPITAL PROGRAMME

HOUSING CAPITAL REVIEW GROUP TERMS OF REFERENCE

Housing Capital Review Group - Terms of References

1. Purpose

1.1. The purpose of the Housing Capital Review Group is to:

- Agree capital spend
- Monitor capital spend
- Provide strategic direction and oversight to all capital spend (Group to agree what is covered in the capital spend)
- Identify and prioritise initiatives, such as programmes or projects across the directorate, as part of the 5-year programme
- Approve the 5- year business plan and programme
- Ensure investment decisions are in line with the strategic objectives
- Ensure the projects and programmes achieve the best return from the total investment
- Agree performance expectations and monitor progress taking remedial action where necessary
- Enhance transparency, accountability and corporate governance
- Be responsible for risk management within corporate context
- Own and oversee engagement and communication across all relevant stakeholders, meeting organisation and residents needs and expectations

2. Term

- 2.1. These terms of reference are effective from August 2020 and continue until August 2021 unless terminated earlier.
- 2.2. The terms of reference will be reviewed annually from the date of approval of the Housing Capital Review Group.
- 2.3. These terms of reference may be amended, varied or modified in writing and after agreement of the Housing Capital Review Group members.

3. Membership

- 3.1. The Group will be chaired by the Director of Housing. The Chair has ultimate responsibility for decisions relating to the Housing Capital Review Group and must ensure that the Group is focused on achieving its objectives and delivering the benefits.
- 3.2. The Group has a key role in supporting the Chair in making decisions and providing both challenge and approval on issues affecting the progress of the programme.

3.3. The Contracts Governance Manager will have day to day responsibility for the administration of the board.

3.4. The table below lists the members of the Housing Capital Review Group .

Role	Name	Title	Membership
Chair	Neil Wightman (NW)	Director of Housing	
	Jim Paterson (JP)	Divisional Head of Property Services	
	TBA	Deputy Head of Housing Services Communications	
	Paul Halpin (PH)	Leasehold and Rents Service Manager	
	Matt Bundy (MB)	Head of Capital Programme	
	Gavin Ridgewell (GR)	Senior Client Programme Manager	
	Daren Townsend (DT)	Property Services Communications manager	
	Adam Coates (AC)	Senior Finance Manager	
	James Green (JG)	Director of Development	
	Joe Smith (JS)	Programme Manager Development	
	Gaurav Choksi (GC)	Programme Manager Development	
	Chris Shoubridge (CS)	Divisional Head Customer Experience and Digital	
	Alex Bevan (AB)	Special Projects Manager	
Group administration and minutes	Linda Fendt (LF)	Contracts Governance Manager	

3.5. The Group is quorate if the Chair (SRO or a designated lead) and at least three other members are present.

3.6. If Group members are unable to attend meetings, they may send a proxy with appropriate experience, knowledge and delegated authority to contribute towards discussion, in their place.

3.7. Other individuals will be asked to attend meetings to present agenda items as required by the Group.

4. Administration

- The Group will hold a meeting once every month.
- The Group may be requested to meet urgently if discussion is required to make recommendations for decision.
- The Contracts Governance Manager will act as administration for the meeting.
- Meeting agendas will be agreed by the Chair.
- The standard reporting suite will include the agreed action list from last meeting, progress report, programme and cash flow summary and controls register (risks, assumptions, issues and dependencies log).
- Papers will be circulated at least three days before the meetings.
- Papers may be tabled on the day of the Group meeting with the consent of the Chair.
- An assumption will be made that all Group members have read circulated papers before the meeting.
- Draft minutes and actions arising will be circulated within 3 days of the meetings being held for review and clarifications
- Final version of the minutes will be circulated with the documents for the following meeting for agreement

5. Governance

5.1. See attached governance structure.

