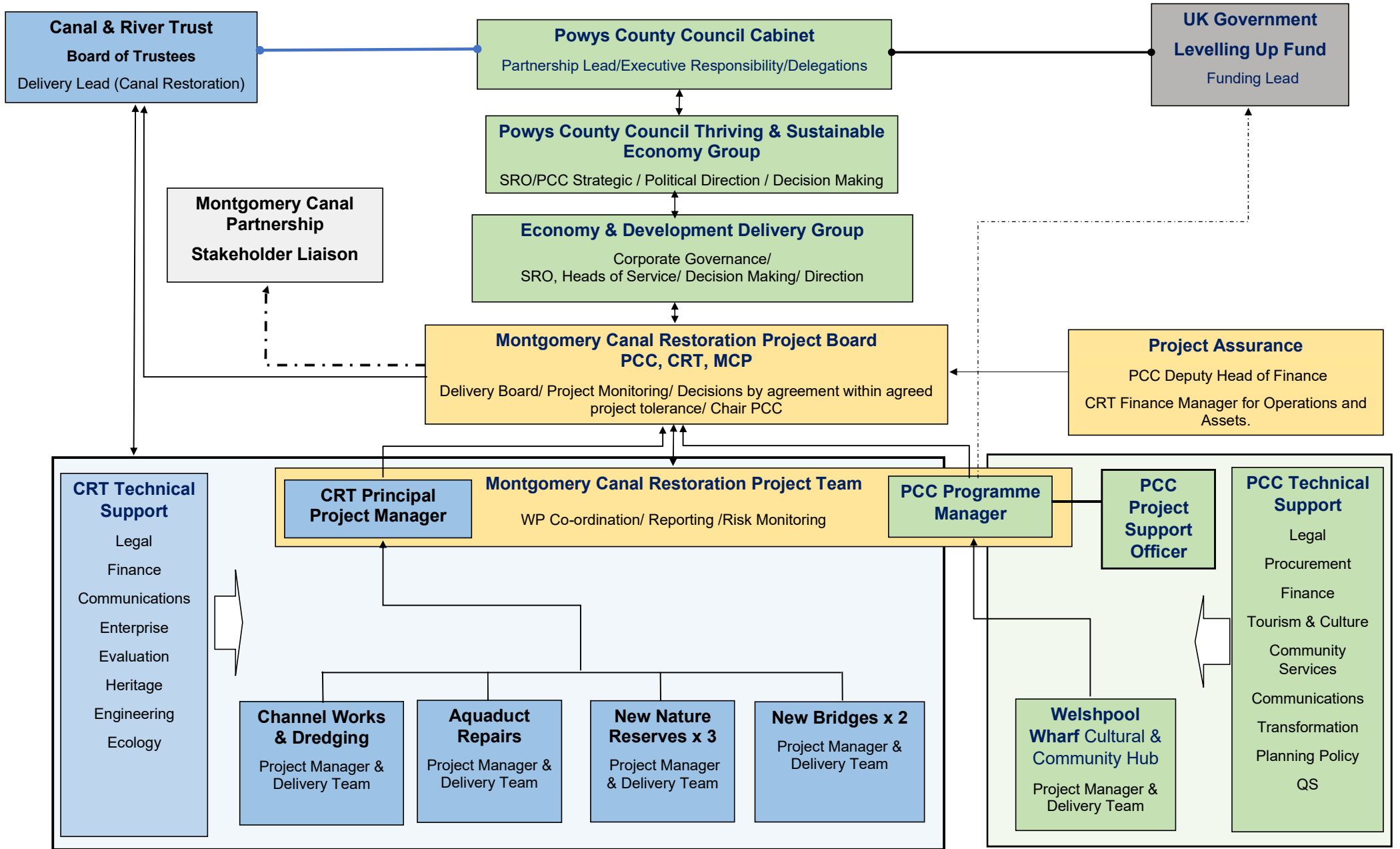


Montgomery Canal Restoration Project - Governance & Delivery Structure



← Reporting
↔ Reporting & Instruction
●—● SLA - PCC/CRT
●—● MOU - DLUHC/PCC
- - - Information Sharing
- - - - - Financial Claims

LUF0268 Canal Restoration Project - Roles & Responsibilities

The diagram above shows the project governance & delivery structure. The following table outlines the roles and responsibilities of each part of the structure.

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| <p>Department for Levelling Up Housing & Communities (DLUHC)</p> | <p>The UK Government, Department for Levelling Up Housing & Communities are the primary funder/sponsor of the project. UK Government interests are protected through a signed memorandum with Powys County Council as the 'lead authority'. The MOU requires quarterly reporting and six-monthly release of forecast expenditure against progress. DLUHC liaison and reporting will be the responsibility of the PCC Programme Manager with information support from the Canal & River Trust Principal Project Manager</p> |
| <p>PCC Cabinet</p> | <p>Powys County Council Cabinet are responsible for implementing Council policy and retain final authority on LUF0268 Montgomery Canal Restoration project decisions. Notwithstanding this fact, Cabinet delegates responsibility for delivery of the Project to the 'Montgomery Canal Restoration Project Board'. Responsibility for delivery and decisions is restricted to the scope of works, programme and budget ceilings set out in the Memorandum of Understanding signed between Powys County Council and the DLUHC, the application bid, PMU and all related documentation. The Cabinet meets on a monthly basis.</p> |
| <p>Thriving & Sustainable Economy Group (TASE)</p> | <p>A bi-monthly board with its own Terms of Reference, the Thriving & Sustainable Economy Group is made up of the Leader of the Council and relevant Cabinet Members that oversee strategic economic development projects and initiatives. It provides member guidance, scrutiny and challenge on Economic Development & Regeneration projects and programmes. The Group is chaired by the Cabinet Member for Economic Regeneration and includes the Director for Economy & Environment, who is the SRO for the LUF0268 Montgomery Canal Restoration Project. The Board may be called to an extraordinary meeting where scrutiny or decision to refer to cabinet is required</p> |
| <p>Economy & Development Delivery Group (EDDG)</p> | <p>The Economy & Development Delivery Group is the 'entry point' to corporate governance for this project. The EDDG comprises the Director for Economy & Environment (the SRO for the project) and Heads of Service within the Council's Economy and Environment Service.</p> <p>Its remit includes the oversight and monitoring of major projects, programmes and initiatives relating to the Economy and Environment in Powys. This includes receiving highlight reports, monitoring progress, risks and supporting project personnel in the resolution of issues that have the potential to prevent successful project delivery.</p> <p>The Director for Economy and Environment leads the group and is also the SRO for the Project. Where decisions exceed the delegations afforded to the Group, the matter will be escalated by the SRO to the TASE Group in the first instance and further to Cabinet, if necessary.</p> <p>The EDDG will undertake 'programme board' responsibilities for the LUF funded programme of projects across Powys. The EDDG meets on a monthly basis.</p> |
| <p>Canal & River Trust – Board of Trustees (CRT)</p> | <p>As the owner and operator of the canal assets, the Canal & River Trust will be 'delivery lead' for the canal restoration elements of the project. The requirements for the role of 'delivery lead' for these elements and CRT's broader role within the wider project are detailed and confirmed by means of a Service Level Agreement between the Council and the Trust.</p> <p>The Trust will be represented at a senior level on the Montgomery Canal Project Board to consider all aspects of project progress and performance and will work with the PCC SRO and delegated Project Executive to resolve any issues that arise during the course of the project.</p> <p>The CRT will be represented at Project Board Level by the 'Regional Director of Wales and South West' and 'Head of External Programme Delivery'</p> |
| <p>Montgomery Canal Partnership</p> | <p>Led by the Canal & River Trust, the Montgomery Canal Partnership brings together 15 groups across England & Wales, with an interest in the restoration and operation of the Montgomery Canal. The Partnership is the primary conduit for sharing of project information to stakeholders and the key advisor on compliance with the Canals overarching Conservation Strategy. The Chairperson of the Partnership is a standing invitee on the Project Board as advisor and observer and will have an open invitation to attend the Project Team meetings should they wish.</p> |
| <p>Senior Responsible Owner PCC</p> | <p>The Senior Responsible Owner (SRO) is corporately responsible for ensuring that the Project meets its objectives, delivers the project outputs and evidences the required benefits identified in the LUF application.</p> <p>This role will be undertaken by the Director for Economy & Environment, who sits on both the EDDG and TASE corporate governance groups.</p> <p>The SRO will:</p> <ul style="list-style-type: none"> - obtain internal approvals and ensure 'buy-in' from senior internal (Council) stakeholders - ensure appropriate PCC resources are allocated to the PCC elements of the project and overarching grant administration. - Ensure that partners/stakeholders maintain their obligations to the delivery of the project in accordance with the application detail and Service Level Agreement |

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| | <ul style="list-style-type: none"> - Escalate issues within the corporate governance structure, as required. |
| <p>Montgomery Canal Restoration Project Board (MCRPB)</p> | <p>The Montgomery Canal Restoration Project Board is comprised of all parties necessary to ensure the successful delivery of the project</p> <p>Subject to confirmation by both parties, the Board will be responsible for overseeing the full delivery of the project in accordance with the scope, programme and costs outlined in the MOU, Application bid, PMU and associated documentation.</p> <p>The Board is responsible for the strategic direction and supervision of the project and its component sub projects and is ultimately accountable for its success.</p> <p>The Board will receive and approve progress and stage reports, monitor risks and have the power to make decisions that ensure progress is maintained and the project delivered. Decision making powers are held on the understanding that there are zero tolerances in respect of overall scope, costs and funding allocations assigned to the project in the Application Bid, MOU and PMU – and reinforced within the Schedule 5 – Finance & Payments section of the SLA.</p> <p>The Board will meet on a Quarterly basis, or more frequently as required.</p> <p>The Project Board are also responsible for ensuring that partner resources are coordinated to maximise delivery of the outputs, outcomes and impacts identified and committed to in the application and associated documentation - in accordance with the terms put in place for this purpose – namely the MOU between DLUHC and PCC and SLA between PCC and CRT.</p> <p>The CRT and PCC will be represented by two attendees. The MCP will be entitled to one attendee in an advisory capacity.</p> <p>The Lead Authority, Powys County Council, will be represented by the Head of Economy and Digital Services (who is nominated by the SRO to act as 'Project Executive' and Chair) and the Senior Manager, Highways, Business and Technical Support</p> <p>The Canal & River Trust, as owner and operator/user of the canal assets and lead delivery partner on Canal restoration works, will be represented by the 'Regional Director of Wales and South West' and 'Head of External Programme Delivery'</p> <p>The Montgomery Canal Partnership will be represented by the Chairperson of said organisation.</p> <p>The Board will have the ability to make decisions on a consensus basis only</p> <p>The Programme Manager /Principal Project Manager for PCC and CRT will be required to attend each meeting to report in accordance with their identified areas of responsibility (see below), providing guidance to the Board, as required.</p> <p>Additional attendees can be invited as required and agreed by the Board.</p> <p>Full Terms of Reference for the Project Board are included in Schedule 1 of the SLA.</p> |
| <p>Programme Manager PCC</p> | <p>The PCC Programme Manager is responsible for the delivery of PCC elements of the project and reporting/claims submission to DLUHC.</p> <p>the PCC Programme Manager is also responsible for liaising with the CRT Principal Project Manager on inter-dependencies ie Highway/Planning input into Bridge works.</p> <p>The PCC Programme Manager will:</p> <ul style="list-style-type: none"> - provide oversight to the Project Board on the delivery of all aspects of the Project - Assist the designated PCC Project Manager of Welshtpool Wharf works and report to the Board on all PCC elements of the Project (budget & financials, risk, milestones, outputs and delivery) - providing early warning on risks and issues that impact on scope, programme and cost - provide overarching progress reports to the Project Board, EDDG and TASE Group - brief the SRO and their nominated project executive on any issues that may require corporate scrutiny at TASE Group/Cabinet level' - (with the assistance of the Project Support Officer) provide administrative support to the Project Board and Project Team meetings and ensure their formal recording - liaise with CRT nominees to compile, review, obtain authorisation and issue quarterly monitoring reports to DLUHC. - liaise with the CRT Principal Projects Manager to ensure effective project and programme management systems are in place for the delivery of all elements of the project to ensure all UKG requirements are met. |

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| | <ul style="list-style-type: none"> - liaise with the CRT Programme manager to ensure effective external stakeholder management and communications are undertaken in accordance with a Communications Strategy & Plan to be agreed by the Board - ensure compliance with LUF Funding and audit requirements. - Oversee the appointment of consultants to meet LUF Monitoring & Evaluation requirements - To prepare, for Board approval, a Communication Strategy & Plan to ensure effective stakeholder management and communications in relation to Council elements of the project <p>The CRT Principal Project Manager (PPM) will be responsible for the day to day management of CRT elements of the Project within the parameters set by the Project Board</p> <p>The PPM will:</p> <ul style="list-style-type: none"> - ensure the CRT element/s of the Project are being delivered according to programme, cost, scope and quality - and provide early warning to Board members on risks and issues that threaten successful delivery - attend Project Board meetings to provide detailed reporting, information and guidance to the Board on progress all matters relating to CRT led works. - provide the PCC Programme Manager with the information as required for Project Board reporting and PCC corporate reporting. - provide PCC with all information necessary to satisfy compliance with requirements of the MOU with DLUHC - Ensure the timely and accurate provision of all financial information required to support PCC Grant drawdown and associated CRT claim for repayment. - ensure CRT delivery of evidence in relation to outputs, outcomes and benefits realisation to meet LUF M&E commitments - ensure the prompt resolution of issues preventing the successful implementation of obligations under the SLA. - ensure the prompt escalation of project issues within the CRT project governance structure, where required - liaise with the PCC Programme manager to ensure effective project and programme management systems are in place for the delivery of all elements of the project to ensure all UKG requirements are met. - to prepare, for Board approval, a Communication Strategy & Plan to ensure effective stakeholder management and communications in relation to Trust elements of the project |
| CRT Principal Project Manager | |
| | <p>This role will provide an independent and objective oversight of the performance of all project elements that have been awarded funding. This will include scrutinising financial management, benefits realisation, and risk management processes and performance. The role will be undertaken by the Council's Deputy Head of Finance and the Trust's Finance Manager for Operations and Assets.</p> |
| Project Assurance | |
| | <p>The Project Team will coordinate of all elements of the Project, bringing together relevant financial, technical and project management staff from CRT and PCC to ensure progress against milestones and allow 'early warning' identification and resolution of issues. The Project Team will receive reports from the delivery teams, review progress, update RAID logs, ensure that the Communications Strategy is being implemented and identify issues for escalation to the Board or higher. The Project Team will be chaired by the PCC Programme Manager and will meet on a monthly basis.</p> |
| Montgomery Canal Restoration Project Team | |
| | <p>The Project Support Officer will support the PCC Programme Manager with administration, coordination and recording of the Project Board and Project Team. They will also be responsible for supporting the PCC Programme Manager with M&E reporting and claims processes (within the partnership and with DLUHC). This will include liaising with the Trust on content necessary for LUF reporting and financial information in respect of grant claims..</p> |
| PCC Project Support Officer | |
| | <p>Additional specialist, technical, financial and administrative support will be available to the CRT and PCC Project and Programme Managers to assist the delivery of the elements and overarching Project. This will be drawn from internal services from both parties and external consultancy, as required.</p> |
| Technical Support | |
| | <p>All component sub-projects will be led by a Project Manager supported by a delivery team consisting of officers and staff from relevant specialist and operational areas. The Project Manager and Delivery Team for each element of the broader Project are responsible for delivery of that sub-project. The Project Manager will have the responsibility of directing and overseeing day to day delivery of the component project; procurement and management of consultants/contractors and financial/risk management of said project. Team Managers may be appointed under the Project Manager to lead on specific works packages. The Project Managers will report to their respective Programme Manager/Principal Project Manager.</p> |
| Project Managers & Delivery Teams | |