

Academy Project Structure and Terms of Reference

1. Structure

The project structure agreed at the Stakeholder Forum meeting on 9 December 2008 requires the creation of a Programme Board that directs and monitors the activities of the designated Workstreams, with both the Board and Workstreams supported via a 'project office'. Opportunities for wider partner involvement would be provided via a Stakeholder Forum.

The overall arrangements now envisaged are interpreted diagrammatically in Appendix A.

2. Terms of Reference

The roles and responsibilities of the groups identified in the structure are suggested in the paragraphs that follow.

2.1. Programme Board

The Board will comprise the leaders of each of the workstreams supported by key workstream players as necessary (see Appendix B). No substitutes will be permitted unless agreed by the Chair. The chairing arrangements will be decided by the Board members.

The Programme Board will be responsible for:-

- Agreeing the objectives and deliverables for the project and for individual workstreams in accordance with the Academy Vision and Aims
- Agreeing an overall plan of action, individual workstream plans and the critical path
- Securing the resources needed to deliver the plans from within the partnership and from external sources if appropriate
- Monitoring project and workstream progress at appropriate intervals
- Providing workstream leaders with advice and direction as necessary in order to address any issues raised and to achieve the planned deliverables
- Monitoring the risks associated with the project and ensuring appropriate avoidance and mitigation measures are taken
- Reviewing and approving the workstream deliverables
- Convening, briefing and consulting the Stakeholder Forum as necessary.
- Overseeing the successful completion of the project and
- Finalising a strategic business case for the Academy for consideration by all partners.

The Programme Board will not have the power to commit any partner organisation to any action whatsoever. Any proposal or recommendation made during the lifetime of the project will require the formal support or approval of the partner organisation before actioning.

2.2. Workstreams

Each Workstream will comprise representatives from one or more partner organisations (see Appendix B). Where the representatives are from a single organisation they will be mandated to lead the workstreams on behalf of partners but required to consult appropriately.

The Workstream Leaders will be chosen by partners and become a member of the Programme Board.

The Workstream Leader will be responsible for:-

- ensuring the workstream objectives and deliverables are clear and agreed
- creating a workstream plan and identifying the critical path
- directing the activities of the workstream team
- ensuring the completion of the planned tasks
- producing the deliverables
- achieving the objectives

The Workstream Leader will be expected to anticipate risks where possible and to determine appropriate measures to mitigate or avoid their effects.

As a minimum the Workstream Leader will be required to produce a progress report for each Board meeting in an agreed standard format (Appendix C). The report should identify any issues facing the workstream and propose resolutions or request direction from the Board as appropriate.

The Workstream team will work on the tasks allocated by the Workstream Leader and be accountable for their time. Team members will be required to notify the Workstream Leader of any actual or expected shortfall in their planned availability and agree how that will be made up.

The Workstream Leader will not be responsible for the non-availability of planned resources.

2.3. Stakeholder Forum

The Stakeholder Forum will comprise one named representative from each partner organisation who will be expected to attend on a regular basis in order to ensure continuity and facilitate project progress (see Appendix B). Substitutes will only be allowed by agreement with the Chair. Partners may invite additional representatives from time to time in support of particular agenda items.

The primary role of the Stakeholder Forum is to own and safeguard the Academy Vision and Aims on behalf of partner organisations.

The Forum will be convened by the Programme Board to:-

- Receive briefings on progress, plans and deliverables
- Provide feedback on matters raised by the Board
- Discuss issues of common interest
- Solicit new ideas.
- Review, strengthen and endorse the strategic business case for the Academy for consideration by partner organisations

2.4 Project Office

The Project Office will report to the Chair of the Programme Board via the Programme Manager.

The Project Office will be responsible for:-

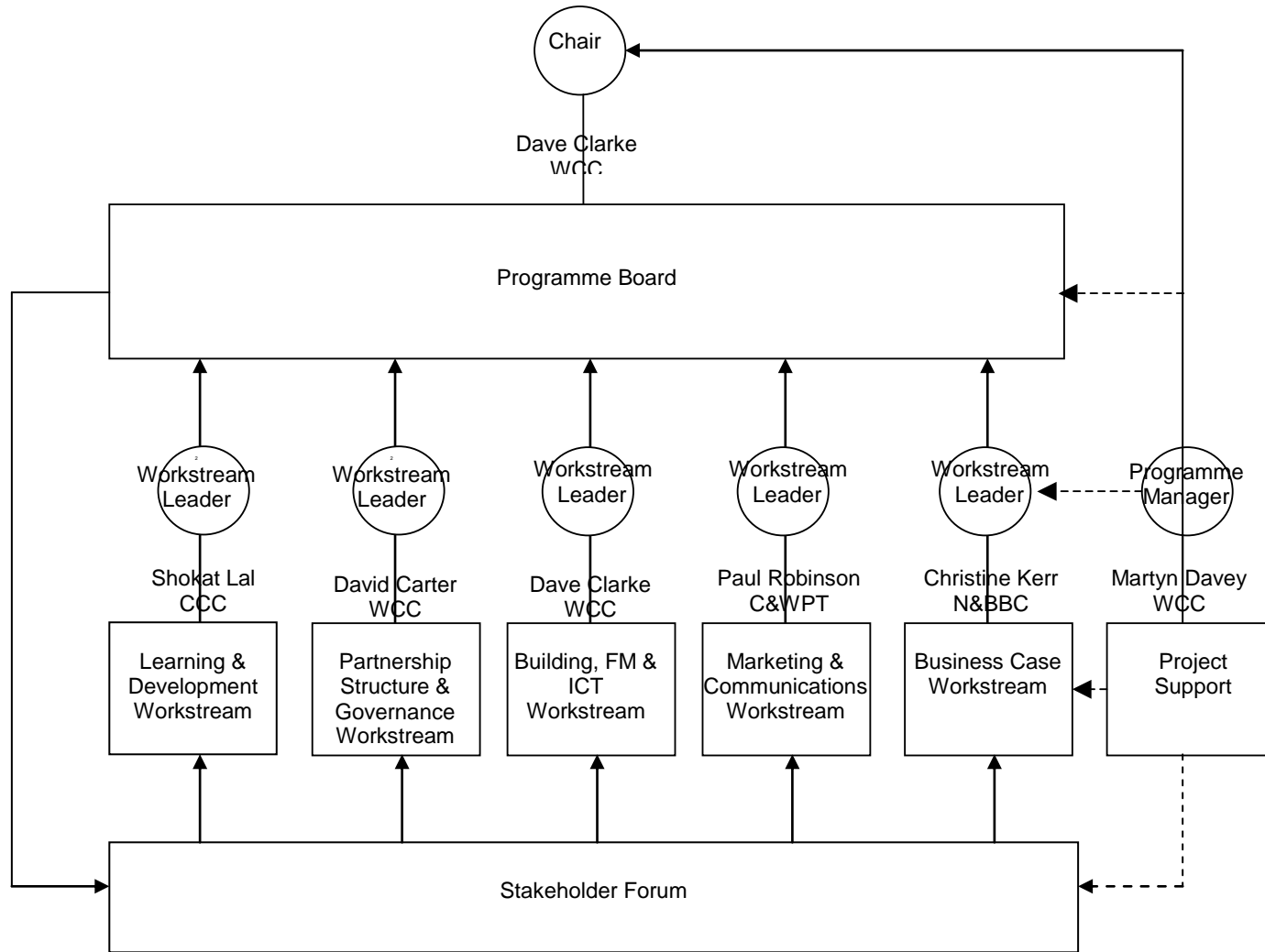
- creating and maintaining an overall project plan and identifying the critical path
- creating and maintaining a Risk Register for the project
- creating and maintaining an Issues Log for the project
- monitoring workstream progress, critical path slippage, key risks and cross cutting issues
- ensuring the integrity of the overall project plan at all times

- identifying and communicating inter-workstream issues as necessary
- providing workstream leaders with advice and support when requested
- collating workstream reports for the Board and providing a synopsis of key points arising from them
- managing the Board agenda and servicing the Board
- other project actions as directed by the Board

The Programme Manager will not be responsible for directing the Workstream Leaders or the workstream activities, or for producing the workstream deliverables.

Stakeholder Forum
9 December 2008

ACADEMY PROJECT MANAGEMENT STRUCTURE



Name	Org	Prog Board	S/H Forum	L&D Workstream		Bus Case Workstream		Mkt & Com Workstream		Bldg/FM/ICT Workstream		PS & Gov Workstream		Project Office
				Lead	Team	Lead	Team	Lead	Team	Lead	Team	Lead	Team	
Sarah Blunt	SMBC		✓		1									
Viv Lawrence	SMBC				1									
David Carter	WCC	✓	✓									✓		
Dave Clarke	WCC	Chair	✓							✓				
Martyn Davey	WCC						✓							✓
Sarah Johns	WCC				✓									
Chris Jukes	WCC						✓							
Emma Hvass	WCC												8	
Paul Fairweather	WCC												4	
Steve Smith	WCC										✓			
Tonino Ciuffini	WCC										✓			
Phil Evans	WCC										✓			
(Karen Pearce/ (Tracy Leonard	WDC		✓		2									
Richard Elkin	WP		✓											
Paul Mason-Brown	WP				2									
Clive Phillips (Bldg)	WP										✓			
Wayne Parkes (ICT)	WP										✓			
Shirley Green	WPCT		✓											
Chris Belcher	WPCT				✓									
Natasha Lloyd Lucas	WPCT				✓									
Jackie Farrington	WPCT				✓									
Andrew Hardwick	WU		✓				✓							

Academy Project Workstream Report

Workstream	Report No	Report Date
-------------------	------------------	--------------------

Progress against planned actions <ul style="list-style-type: none">•• Unplanned actions <ul style="list-style-type: none">••
--

Resources used to date	External expenditure to date
-------------------------------	-------------------------------------

Planned actions for next period <ul style="list-style-type: none">••
--

Workstream risks <ol style="list-style-type: none">1.2.3.	Mitigation measures <ol style="list-style-type: none">1.2.3.
--	---

Workstream issues <ol style="list-style-type: none">1.2.3.	Proposed resolutions <ol style="list-style-type: none">1.2.3.
---	--

Revised Completion Date	Original Completion Date
--------------------------------	---------------------------------

Workstream Leader	Date
--------------------------	-------------