Appendix J: Project Roles and Responsibilities

Project Elected Members Briefing Board

The Project Elected Members Briefing Board is responsible for briefing key senior Cabinet Members who hold Cabinet Portfolios representing the service areas that have a role to play in the successful delivery of the Project.

The Project Elected Members Briefing Board comprises:

Project Elected Members Briefing Board	
Name	**Role**
Councillor Andrew Morgan	Leader of the Rhondda Cynon Taf County Borough Council (RCTCBC)
Councillor Rhys Lewis	Cabinet Member for Education, Inclusion and Welsh Language
Paul Mee	Chief Executive, RCTCBC
REDACTED	Strategic Lead for Education & Inclusion Services
REDACTED	Head of School Organisation and WESP
Barrie Davies	Deputy Chief Executive & Group Director Corp. Resources

The Project Elected Members Briefing Board is responsible for:

- Providing strategic direction for the project.
- Addressing the needs of the locality.
- Ensuring user involvement in the development of the project.
- High level project monitoring.
- Ensuring the preferred way forward is implemented within budget.

Project Local Elected Members Briefing Board

The Project Local Elected Members Briefing Board is responsible for briefing local elected Members representing the areas that have a role to play in the successful delivery of the project.

The Project Local Elected Members Briefing Board comprises:

Project Local Elected Members Briefing Board	
Name	**Role**
Paul Mee	Chief Executive
REDACTED	Strategic Lead for Education & Inclusion Services
REDACTED	Head of School Organisation and WESP
Barrie Davies	Deputy Chief Executive & Group Director Corp. Resources
Councillor Gareth Caple	Local Elected Member
Councillor Ryan Evans	Local Elected Member

The Project Local Elected Members Briefing Board is responsible for:

- Addressing and representing the needs of the locality.
- Ensuring user involvement in the development of the project.
- Community feedback and communication.

Project Management Board

The Project Management Board comprises key senior officers from RCTCBC representing the service areas that have a role to play in the successful delivery of the project.

The Project Management Board comprises:

Project Management Board	
Name	**Role**
Paul Mee	Chief Executive
REDACTED	Strategic Lead for Education & Inclusion Services
REDACTED	Head of School Organisation & WESP
Stephen Williams	Director of Highways, Streetcare & Transportation
Barrie Davies	Deputy Chief Executive & Group Director Corp. Resources
Martyn Hughes	Service Director - Corporate & Management Accounting
Christian Hanagan	Service Director - Democratic Services & Communication

The Project Management Board is responsible for:

- Delivering the project on time and to budget.
- Providing strategic direction for the project.
- Having overall responsibility and accountability for the planning and implementation of the project.
- Ensuring stakeholder involvement in the development of the project.
- Project monitoring.
- Ensuring the preferred way forward meets the existing and future needs of the project and optimises value for money for the funding bodies.

Senior Responsible Officer

The Senior Responsible Officer for the project is **Paul Mee, Chief Executive of RCTCBC.**

The Senior Responsible Officer is responsible for:

- Ensuring that a viable and affordable Full Business Case (FBC) exists for the project.
- Ensuring the FBC remains valid.
- Maintaining visible and sustainable commitment to the project.
- Defining the Project Owner's Terms of Reference.
- Authorising the allocation of funds to the project.

- Overseeing project performance through cost and schedule performance.
- Resolving any issues which fall outside the project owner's delegated authority.

Capital / Technical Planning

The Capital / Technical Planning Lead for the Project is **REDACTED, Head of School Organisation and WESP** for RCTCBC, guided by the Senior Responsible Officer.

The Capital / Technical Planning Lead is responsible for:

- Ensuring effective integration of the project within the Capital Programme.
- Ensuring user involvement at all stages of the project.
- High level financial accounting in liaison with the Project Accountant and Project Team management.
- Project risk management and formal project closure.

Project Director

The Project Director is **Barrie Davies, Deputy Chief Executive & Group Director Corp. Resources** for RCTCBC, guided by the Project Management Board.

The Project Director is responsible for:

- Taking the lead responsibility for the overall success of the project and the services that support the change.
- Taking the lead responsibility for risk relating to the project and for the realisation of associated benefits – balancing the acceptable level of risk against objectives and business opportunities.
- Agreeing and directing the activity of the project.
- Instructing and managing external consultants.
- Ensuring that the brief set by the Project Management Board is adhered to.
- Being responsible for selecting and managing contractors.
- Ensuring production of detailed design, procurement and construction plans for the project.
- Providing the key contact and authorisation of high level decisions required in order to progress work.
- Providing highlight reports and exception reports to the Project Management Board and Project Elected Members Board on all aspects of project performance.
- Negotiation and monitoring of technical design and construction contracts.
- Ensuring appropriate development of technical design specification, technical site analysis, capital costings and supporting documentation.

The Project Director will have within the Project Team the following full-time staff:

Project Officer / Technical Support

The Project Officer / Technical Support is **REDACTED, RCTCBC Design Project Manager** with support from **REDACTED, Graduate Project Manager**. They will assist the Project Director and will be responsible for:

- Ensuring the Project Team is effectively directed and managed.
- Ensuring effective liaison with Project Director.
- Liaison between service planning / commissioning representatives with contractors.
- Ensuring effective monitoring of all Project activities is undertaken regarding time, quality and cost.
- Developing Post Project Evaluation Plan and procedures.
- Developing a Project Management arrangements for implementation.
- Developing a Technical Quality Control Plan and being responsible for ensuring compliance with appropriate environmental and health building standards.
- Risk analysis and technical management of the Project.

Project Coordinating Group

To supervise the effective running of the project a new Project Coordinating Group has been established to oversee the Project Team and report to the Project Management Board. The Project Coordinating Group guides several Project Teams leading areas such as Business Case (including Project Accountant), Communications and Publicity, Planning and Commissioning and Infrastructure.

Specialist professional and technical advisers already available to RCTCBC will be employed for those activities where the necessary skills and experience are not otherwise available to the Project Team. The transfer of skills and knowledge from specialist advisers to the Project Team will be achieved wherever possible and appropriate.

The Project Coordinating Group comprises:

Project Coordinating Group	
Name	**Role**
REDACTED	Head of School Organisation and WESP
	Service Director – Corporate Resources

	Head of ICT Operations
	Senior Capital Accountant
	Head of Service Transformation and Education Information Systems
	Senior Quantity Surveyor
	Design Project Manager
	Lead for Strategic Planning and MIM
	Project Officer – 21st Century Schools

The Project Coordinating Group is responsible for:

- The development of the Strategic Outline Case (SOC), Outline Business Case (OBC) and Full Business Case (FBC).
- The management of any requisite statutory consultation.
- The communication with all interested parties and the public.
- Liaison with the Welsh Government and its officers.
- The development of the project organisation, structure and plans.
- The monitoring and control of progress.
- Project risk management, formal project closure and the implementation of the Post Project Plan and procedures.

Project Team

The Project Team manages and co-ordinates the inputs of the individual Task and Finish Groups and their roles are as follows:

Project Team	
Name	**Sub Group(s)**
REDACTED	Business Case, Infrastructure, Communications
	Business Case
	Business Case
	Communications
	Business Case, Infrastructure, Communications
	Business Case, Infrastructure
	Business Case
	Business Case, Infrastructure
	Business Case
	Business Case
	Procurement
Preferred Contractor Representative	Infrastructure
Preferred Contractor Representative	Infrastructure

The Project Team is responsible for:

- Day to day project involvement.

- Appointment of consultants / design team.
- Overall development budget.
- Involvement in monthly project meetings.
- Meeting the needs of the Project Board.
- Agreeing the required service specification.
- Managing and coordinating the inputs of the Task and Finish Groups.

Project Team Roles

Project team members sit on various Task and Finish Groups which have been established to drive forward specific elements. The various Task and Finish Groups and the Project Team roles within them are as follows:

Business Case Task and Finish Group

The Business Case Task and Finish Group comprises:

Business Case Task and Finish Group	
Name	**Role**
REDACTED	Head of School Organisation and WESP
	Head of Service Transformation and Education Information Systems
	Chief Executive
	Deputy Chief Executive & Group Director Corp. Resources
	Service Director – Corporate Resources
	Senior Quantity Surveyor
	Design Project Manager
	Lead for Strategic Planning and MIM
	Project Officer – 21st Century Schools

The Business Case (including Project Accountant) Task and Finish Group is responsible for:

- The authoring and production of the SOC, OBC and FBC.
- The research and development of options appraisals.
- The economic and financial analysis of options.

Project Accountants

The Project Accountants are:

- **REDACTED**.

The Project Accountants are responsible for:

- Providing the base data required for the economic analysis and appraisal.
- Defining the financial affordability ceiling for the project.
- Developing a financial plan demonstrating capital and revenue effects and affordability of the preferred option.
- Provision of financial reporting and management to the Project Director on spend profiles.
- Ensuring relevant financial rules and regulations are always adhered to, including regular reporting to RCTCBC and Welsh Government.

Communications and Publicity Task and Finish Group

The Communications and Publicity Task and Finish Group comprises:

Communications and Publicity Task and Finish Group	
Name	**Role**
REDACTED	Head of School Organisation and WESP
	Consultation Officer
	Deputy Chief Executive & Group Director Corp. Resources
	Design Project Manager
	Lead for Strategic Planning and MIM
	Project Officer – 21st Century Schools

The Communications and Publicity Task and Finish Group is responsible for:

- Determining and implementing a clear and comprehensive Communications and Marketing Strategy for the project which ensures all key messages are successfully communicated to the right people at the right time.
- Agreeing a Media Management Strategy.
- Preparing and agreeing press releases and all paper, audio and electronic releases and statements.
- Ensuring all Project Boards, Project Groups and Project Members are briefed on media management and associated protocols.
- Linking the Communications and Marketing Strategy with pupils to ensure they are fully always informed.

Planning and Commissioning Task and Finish Group

The lead for the Planning and Commissioning Task and Finish Group is **REDACTED, the Headteacher of Ysgol Gyfun Cwm Rhondda**. The Planning and Commissioning lead is responsible for working in collaboration with agreed service stakeholder representatives to:

- Describe current and future service needs, demonstrating analysis of demand and capacity requirements and develop services / curriculum that meet the project objectives.
- Define and agree, with key stakeholders, all planning and performance assumptions.
- Promote the successful transition and integration of the existing arrangements into the new arrangement for the benefit of all stakeholders.
- Support the existing staff through the transition and agree operational managerial arrangements.
- Ensure staff development arrangements are in place and implemented to allow successful delivery of the curriculum to a high standard.

Planning and Commissioning Task and Finish Group	
Name	**Role**
REDACTED	Headteacher
	Project Officer – 21st Century Schools
	Lead for Strategic Planning and MIM
	Design Project Manager
	Head of School Achievement (Secondary)

Infrastructure Task and Finish Group

The Infrastructure Task and Finish Group comprises:

Infrastructure Task and Finish Group	
Name	**Role**
REDACTED	Service Director – Corporate Resources
	Design Project Manager
	Head of School Organisation and WESP
	Lead for Strategic Planning and MIM
	Preferred Contractor
	Procurement

The Infrastructure Task and Finish Group is responsible for:

- Determining the infrastructure requirements for the project.
- Planning and obtaining resources for the infrastructure developments.
- Co-ordinating infrastructure requirements with the capital build planning.
- Monitoring infrastructure progress and reporting regularly to the Project Management Board against a clear infrastructure plan and milestones.
- Advising the Project Director and the Project Management Board of any infrastructure difficulties that will have an impact on the overall Project Plan.