



DIGITAL PROGRAMME BOARD TERMS OF REFERENCE

1. Background

- 1.1 Growing Mid Wales is a regional partnership and engagement arrangement between the private and public sectors which seeks to represent the region's interests and priorities for improvements to the local economy.
- 1.2 In May 2020 the Partnership published the 'Vision for Growing Mid Wales' a strategic economic plan which sets out clear regionally-agreed priorities to establish the strategic context for future investment, based on detailed evidence and understanding of the needs of our businesses and residents.
- 1.3 In January 2022 a Final Deal Agreement was signed which committed UK and Welsh Governments to a Growth Deal for Mid Wales with a combined investment of £110m on the basis of a Portfolio Business Case developed by the Region.
- 1.4 The Portfolio comprises Programmes and Projects which aim to address the needs of the 'Vision' based on eight Strategic Growth Priority Areas, of which one is Digital.

2. Purpose of the Digital Programme Board

- 2.1 The Digital Programme Board is responsible for oversight and development of the Digital Programme of the Mid Wales Growth Deal Portfolio ensuring alignment with the Growing Mid Wales Vision.
- 2.2 The Programme Board will guide the Digital programme to ensure its deliverables and objectives, reporting regularly to the Management group and to the Growing Mid Wales Board.
- 2.3 The Programme Board has the following specific roles and responsibilities:-

Strategic

- Oversee the development and subsequent reviews of the Programme Business Case;
- Oversee the development of project business cases within the Programme;
- Prepare recommendations to the Growing Mid Wales Management Board and the Growing Mid Wales Board relating to the programme and its projects;
- Oversee the performance and delivery of the programme and its projects, reporting to the Group Management Board and the Growing Mid Wales Board;
- Responsible for risk and issue management within the Programme (including those escalated from project level), escalating when necessary to the Group Management Board and the Growing Mid Wales Board;
- Provide advice to the Growing Mid Wales on matters relating to strategic direction of the programme and the Growing Mid Wales Vision.

Programme and Project Management

- Oversee the development, co-ordination and delivery of the Digital Programme and Projects within the Mid Wales Growth Deal in order to deliver the Growing Mid Wales Vision and ambitions.

Performance Management

- To oversee the management and reporting of performance for the programme and the projects within the Digital Programme.
- To oversee performance management and risk management reporting systems

Administration and Communications

- To support the Growing Mid Wales governance structure and ensure its efficient operation;
- To contribute to the communications strategy that will be co-ordinated by the Portfolio Management Office.

3. Membership

Core Membership

- Digital Programme Senior Responsible Owner
- Deputy Senior Responsible Officer
- Programme Manager (Digital)
- Operations Manager of the Portfolio Management Office (& relevant team members)
- Nominated Senior Economy Officers from the Local Authorities (Councils)
- Nominated Senior ICT Officers from the Local Authorities (Councils)
- Nominated Digital Leads from UKG and WG Digital Officials (as funders)
- Nominated Partner Representatives

Non-Core Membership

- Lead Finance and Legal Officers (or their representatives) from the lead authority
- GMW Communications & Engagement Officer

4. Meeting schedule and Proceedings

- 4.1 Meetings will be held monthly in advance of Management Group Meetings. The frequency of meetings will be reviewed as the programme develops.
- 4.2 However, extraordinary meetings will be convened where deemed necessary and the availability of Board members allows.
- 4.3 The Programme Board shall be chaired by the Senior Responsible Owner (SRO). In their absence the Programme Board shall be chaired by the Deputy SRO or Programme Manager.
- 4.4 Agendas and papers for Programme Board meetings shall be circulated at least five working days before the meeting.

- 4.5 Records of each Programme Board shall be taken including any action points and will be approved at the next meeting. This role will be undertaken by the Programme Management Office.
- 4.6 For the Programme Board to agree and submit recommendations, at least 50% of the core membership including the SRO (or nominated Deputy) shall be present. It is not envisioned that the Programme Board will require voting arrangements, with agreement being reached by consensus. Where alternative views and opinions are expressed, these will be recorded and included in any reporting process.

5. Secretariat

- 5.1 Secretariat for the Group will be provided by the Portfolio Management Office.

6. Reporting

- 6.1 The Programme Board shall produce monthly progress and performance reports which will be submitted to the Portfolio Management Office. Each quarter these reports will be submitted to the Growing Mid Wales Management Group (Portfolio Board) and the Growing Mid Wales Board. Where necessary the Programme Manager will escalate issues to the Growing Mid Wales Management Group (Portfolio Board) and Growing Mid Wales Board outside the normal reporting cycle.
- 6.2 All reports to the Growing Mid Wales Board will be submitted as draft to the Growing Mid Wales Management Group (Portfolio Board) to consider.

7. Accountability

- 7.1 The Programme Manager is accountable to the Growing Mid Wales Board for the delivery of the Digital Programme. The Programme Manager is supported in this role by the Programme SRO, the Programme Board and the Portfolio Management Office.

8. Programme Board Support

- 8.1 Additional Support will be provided by the Portfolio Management Office.

9. Review

- 9.1 A review of the Terms of Reference will take place at least annually, however may be instigated at any point by the Senior Responsible Owner or the Portfolio Management Office.

Appendix A - Governance and Report Structure

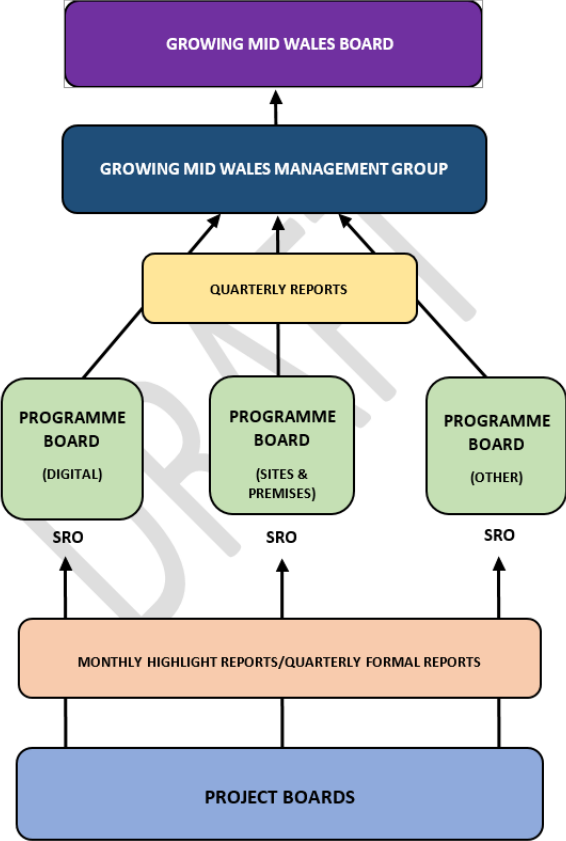
Appendix B - Roles and responsibilities of Programme Board Members

Appendix C - Agenda Template

Appendix D - Proposed Members of the Digital Programme Board

Appendix A – Governance and Report Structure

The Digital Programme Board is a key part of the Digital Programme within the Mid Wales Growth Deal delivery structure as shown below. It will be an Officer led governance group.



Appendix B - Roles and Responsibilities of Programme Board Members

Role	Responsibility
Programme Board Member (Collective Responsibility)	<ul style="list-style-type: none"> • Act in the best interests of the Mid Wales Growth Deal; • Ensure the Programme Board delivers on its responsibilities as set out in the Terms of Reference; • Prepare for meetings, contribute to discussion items and support/challenge where necessary; • Work collaboratively as part of the Programme Board to solve programme issues, overcome obstacles, maximise impact and ensure benefits realisation; • Act as advocates for the Programme.
Programme Senior Responsible Owner (SRO)	<ul style="list-style-type: none"> • Chair and provide strategic leadership to the Programme Board – agree agendas and forward work programme with the Programme Manager; • Ensure the Programme Board remains focused on delivering the benefits and outcomes set out in the Programme Business Case; • Advocate for the programme, ensuring the vision and outcomes are clearly understood by the Programme Board. • Ensure strategic fit of projects within programme; • Provide support to the Programme Manager to manage risks and resolve issues; • Act as a link between the Programme Board and the Management Group.
Deputy SRO	<ul style="list-style-type: none"> • To be appointed by the SRO. • Deputise for the Senior Responsible Owner in their absence. • Support the SRO to deliver on their responsibilities.
Programme Manager	<ul style="list-style-type: none"> • Plan the programme, making recommendations to the Programme Board; • Manage and monitor a Programme Plan for the Programme Board to track, control and deliver the programme outcomes and benefits; • Prepare monthly performance reports; • Be responsible for programme and project assurance, including external assurance (e.g. Gateway Reviews); • Manage the dependencies and interfaces between projects. • Maintain Programme Risks and Issues Registers and manage the risks and issues to successful outcomes; • Initiate extra actions where deficits in the programme are identified; • Ensure that projects are delivered to the relevant standards as set out in the Programme Business Case.
Operations Manager	<ul style="list-style-type: none"> • Overall responsibility and accountability for the delivery of the programme and its projects; • Ensure strategic fit of programme objectives and benefits with relevant strategies and wider Growth Vision; • Ensure the programme and projects are subject to review and assurance processes at appropriate stages; • Manage the resources of the Programme Office to support delivery. • Act as a link between the Programme Board, Management Group and Growing Mid Wales Board

Other members/ Partner Representatives	Core <ul style="list-style-type: none">• Represent their partner organisation and act as a link between the partner organisation and the Digital Programme Board;• Provide relevant or technical expertise/knowledge;• Provide a clear focus on benefits realisation;• Undertake any actions as agreed at the Programme Board.
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Appendix C - Standard Agenda Template

**Digital Programme Board
Agenda
[Insert Date]**

	Item	Owner	Timeslot
1	Apologies	SRO	0 – 5 mins
2	Actions from previous meeting	SRO	5 – 15 mins
3	Programme update	Programme Manager	15 – 30 mins
4	Risks and Issues	Programme Manager	30 – 40 mins
5	Report 1	Report Author	40 - 55 mins
6	Report 2	Report Author	55 - 70 mins
7	Report 3	Report Author	70 – 85 mins
8	Forward Plan	Programme Manager	85 - 100 mins
9	AOB	SRO	100 - 115 mins

Appendix D - Proposed Members of the Digital Programme Board

Name	Position	Organisation	Member level	Role
Diane Reynolds	Digital Lead	Powys County Council	Core Membership	Senior Responsible Officer
TBC			Core Membership	Deputy Responsible Officer
Carwyn Jones-Evans	Growth and Major Developments Service Manager	Ceredigion CC - Regen	Core Membership	
Gareth Jones	Professional Lead Regeneration	Powys CC - Regen	Core Membership	
Arwyn Morris	CLO Customer Contact	Ceredigion CC - ICT	Core Membership	
Emma Palmer	ICT Lead	Powys CC - ICT	Core Membership	
Cathy Martin	Operations Manager	GMW PoMO	Core Membership	
Marc Davies	Digital Programme Lead	Wales Co-Op	Core Membership	Stakeholder Representative
Dr Rhian Hayward	CEO	Aberinnovation	Core Membership	Stakeholder Representative
Dr Marie Neal	Business Partnerships Coordinator	National Spectrum Centre	Core Membership	Stakeholder Representative
Dean Marsh	ICT Technician	Barcud	Core Membership	Stakeholder Representative
EAG Representative	EAG REP		Core Membership	Stakeholder Representative
Peter Williams	Technical Relationships Manager	Welsh government	Core Membership	
Paul Wilson	Local Delivery Lead	DCMS	Core Membership	