

---

**Seafront Investment Programme Officer Steering Group (Version 2 – February 2015)**

---

**Terms of Reference**

The Executive Leadership Team (ELT) agreed to establish a Seafront Investment Programme to develop and drive the Seafront Investment Plan and Programme to ensure that the Seafront continues to be a fantastic place to live, work and visit whilst also support economic growth, infrastructure improvements, and the delivery of the City Council's Medium Term Financial Strategy.

The Seafront Investment Programme Officer Steering Group will report to the Corporate Investment Board

**Purpose**

The Officer Steering Group will act as corporate sponsors and change champions for the Seafront Investment Programme, delivering our values by demonstrating:

**Accountability**

- Providing oversight of the portfolio, programmes, projects and change management process that form the Seafront Investment Programme
- Developing a strategic perspective

**Delivery**

- Driving for results by providing strategic leadership and overall direction for the Seafront Investment Programme

**Personal Impact**

- Communicating powerfully and prolifically
- Displaying high integrity and honesty
- Inspiring and motivating others
- Supporting people and working collaboratively

**Working Together**

- Solving problems and analysing issues
- Collaborating and promoting team work
- Ensuring the programme is appropriately balanced against council priorities

**Role**

The Officer Steering Group will be the strategic decision making body driving change by:

- Acting individually and collectively as a vocal and visible champion for Seafront Investment
- Securing spending authority and resource for the programme
- Acting as the ultimate decision maker for the programme
- Providing support for Senior Responsible Owners (SROs) and/or Programme Managers to ensure overall strategic coherence
- Will approve programme deliverables, help resolve issues and policy decisions, approve scope changes, and provide direction and guidance to the programme
- Ensure learning is shared
- Identifying and managing programme level risks
- Ensuring delivery is monitored using:
  - Key milestones
  - A clear outcomes framework
  - Clear viable business cases and investment plans supported by robust financial monitoring
  - Benefits capture

**Membership**

Geoff Raw (Chair of Board), Paula Murray, Nick Hibberd, Martin Randall, Mark Prior, Angela Dymott, Ian Shurrock, Toni Manuel, Jane Pinnock, Leon Bellis, Mark Ireland, Mark Jago, Katharine Pearce, Paul Campbell, Cheryl Finella

## Appendix 4. Draft Terms Of Reference for Officer Steering Group

### **Frequency and duration of meetings**

The Seafront Investment Board will meeting 6/8 weeks for ninety minutes

### **Support to the Board**

The City Regeneration Service will steer the overall organisation of the Seafront Investment Programme change management strategy, manage risk and advise on the appropriate level of resourcing needed to deliver the workstreams.