



Derby City Council

Terms of Reference (TOR)

Name	Allestree Park Rewilding
Reference Number	
Senior Responsible Officer	
Programme Manager / Project Manager	

Document Change Log

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Document Owner

Role / Job Title	Team	Reason for change to Document Owner (if applicable)
	Derby Parks	

Guidance and example text is provided throughout this document in italics to assist in its completion. Please delete where appropriate.



Derby City Council

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1. Scope and Purpose

1.1.Introduction

The Allestree Park Rewilding Board, hereafter referred to as the Project Board, has been established within a formal governance structure to formalise decision making and define Derby City Council, Derbyshire Wildlife Trust, and the University of Derby input into the Allestree Park Community Rewilding Project partnership.

These arrangements will ensure there is accountability for Derby's contribution to the success of the project and that it is progressed in line with the project brief and any funding conditions agreed with the relevant funding body. The governance structure is based on Derby City Council's project management approach and defines the reporting structure. This document will be reviewed and where appropriate updated at key project stages.

The purpose of these terms of reference is to establish a structure and principles within which all partners involved in the project can demonstrate their commitment and support to working together effectively and efficiently for the overall benefit of the people of Derby and achievement of wider environmental goals.

The partnership is intended to collaborate by:

1. Placing Allestree Park in positive management for wildlife, species have been successfully reintroduced and the site is addressing the climate and biodiversity crisis.
2. Ensuring people are at the heart of caring for Allestree Park and their holistic wellbeing is improved by their enjoyment of and actions for nature.

1.2.Scope of the project

Allestree Park consists of around 130 hectares (320 acres) in total, of which around 88 hectares is a designated Local Nature Reserve (LNR) surrounding the former golf course. It is the largest LNR in Derbyshire and was designated in 2002. The former golf course is the proposed rewilding area which will connect with the wider park and its habitat. A vision for Community Rewilding Allestree Park was approved by the Council's cabinet in August 2022 and the details will be defined and implemented over several years.

The project excludes the process for determining the future of Allestree Hall, surrounding buildings and garden area.

The project is intended to:

- 1.2.1.Put nature in the driving seat to lead nature recovery in Derby, providing more space for nature-rich habitats and potentially reintroducing new species.
- 1.2.2.Play a key role in creating a rich connected landscape supporting a diversity of flourishing wildlife across Derbyshire and beyond.
- 1.2.3.Inspire people in and around Derby to notice and care about nature and mobilise people and communities to deliver pro-environmental actions.
- 1.2.4.Be carbon neutral in delivery and increase Derby city's carbon storage and sequestering capacity.
- 1.2.5.Promote nature-based economies and ecotourism.

1.3.How the project is managed

The project will be managed in line with the Council's established project management principles and will use either the standard templates available on the Councils' project management platform or equivalent templates used by project partners. All documents, logs, records, and registers will be managed by the Council and made available to delivery team and board members for the duration of the project. Once the project has been delivered the project

documentation will be retained by the Council in the relevant service areas filing structure for the length of time set out in that areas data retention schedule.

2. Governance

2.1. Partnership Principles

Partners agree to work together actively and as equals to achieve the objectives of the project based on:

- Visible commitment and ownership at appropriate levels by the various member organisations and individual representatives
- Mutual trust and respect
- Openness and transparency
- Effective communication and accountability
- Shared ownership of resources, where appropriate
- Combined expertise
- Creative and innovative solutions to problems
- Identification and sharing of good practice
- Equality of access and opportunity
- Clear purposes and agreed targets for action
- Effective decision making
- Shared mechanisms for monitoring, evaluating, and reporting on performance, progress, and success

2.2. Governance outside of the project

These arrangements seek to set out the framework of accountabilities and governance to ensure that all partners are clear about their roles and responsibilities regarding the partnership project. However, each partner retains their own existing lines of accountability within their organisations. Partners should therefore be aware of their own roles and responsibilities, and governance structures within their own organisations.

Each member of the board has a responsibility to ensure their own organisation is informed of the work of the project board and particularly to highlight through their organisations governance arrangements any risks associated with that organisation not meeting its commitments.

2.3. Governance within the project

For the project to be managed effectively a designated DCC Senior Responsible Officer will be responsible for the project. However, all decisions will be made in consultation with board members following the protocol set out in section 6 Governance Arrangements.

	Name	Frequency of Meetings	Purpose
Project Board	DCC/DWT/UoD	Quarterly	<ul style="list-style-type: none"> • <i>To act as the key decision-making body for major programme decisions</i> • <i>To agree the scope, plans, critical success factors, benefits, and resource implications for projects</i> • <i>To review project's progress against agreed plans</i>
Programme / Project Team	DCC/DWT/UoD	Monthly	

3. Project Board

3.1. Membership

Name	Job Title	Contribution to Project Board
Chair:	Chief Executive - DWT	Senior Responsible Officer: <ul style="list-style-type: none"> • Guide project board meetings according to the agenda and time available • Ensure all agenda and discussion items end with a decision, action, deadline, and definite outcome
Deputy Chair: (if applicable)	University of Derby	Deputises for the Chair in their absence
Members:		
	Strategic Rewilding Lead - DWT (Derbyshire Wildlife Trust)	Project Manager
	Community Parks Officer – DCC	Project Manager
	Chief Executive - DCC	Role TBD
		Board Member
		Board Member
		Board Member
Optional Attendees:		
	Rewilding Britain	Board Member

If a member of the Programme / Project Board cannot attend a meeting; then a suitable representative should be nominated to attend, who can present reports/updates, answer queries and feed back to the Programme / Project Board member. If a representative cannot be found, then a written update should be submitted to the Programme / Project Manager before the meeting.

Resignations: Attendees who wish to resign should notify the Chair of the Board so a replacement can be identified.

3.2. Meetings

Project Board meetings will take place bi-monthly, either on Microsoft Teams, in the Council House or Derbyshire Wildlife Trust Headquarters.

4. Programme / Project Team

4.1. Membership

Name	Job Title	Contribution to Programme / Project Team
Chair:		
Deputy Chair: (if applicable)		
Project Manager:		
	Strategic Rewilding Lead – DWT	
	Community Parks Officer - DCC	
Members:		
	Head of Wilder Landscapes	
	Director of Development	
	Director of Wilder Communities	
	Head of Climate and Environment	
	Director of Natural Solutions	
Project Support Officer:		
Optional Attendees:		
	Course Director - University of Derby – School of Built and Natural Environment	

If a member of the Programme / Project Team cannot attend a meeting; then a suitable representative should be nominated to attend, who can present reports/updates, answer queries and feed back to the Programme / Project Team member. If a representative cannot be found, then a written update should be submitted to the Programme / Project Manager before the meeting.

Resignations: Attendees who wish to resign should notify the Chair of the Team so a replacement can be identified.

4.2. Meetings

Bi-monthly meetings to be hosted either online or in person.

5. Appointment of Chair

A Chair can only be in the role for 3 consecutive years, after 3 years a different Chair shall be elected.

6. Roles and Responsibilities

6.1. Senior Responsible Officer

The SRO is accountable for the project, responsible for the business case, and ultimate decision maker (supported by the senior user and senior supplier/s). In addition to the Project Board's collective responsibilities the SRO will:

- Design and appoint the project team (including Project Manager)
- Sign off the project brief, outline business case and full business case
- Secure funding for the project and approve any additional supplier contracts
- Hold the senior supplier to account for the quality and integrity of the approach and project products
- Hold the senior user to account for realizing the benefits defined in the business case, and ensure that benefits review take place to monitor the extent to which the business case benefits are achieved
- Transfer responsibility for post-project benefits reviews to corporate, programme management or the customer
- Monitor and control the progress of the project at a strategic level
- Escalate issues and risks to corporate, programme management or the customer if project tolerance is forecast to be exceeded
- Ensure that risks associated with the business case are identified, assessed, and controlled
- Organise and chair project board reviews
- Ensure overall business assurance of the project so that it remains on target to deliver projects that will achieve the expected business benefits, and so that the project will be completed within its agreed tolerances; business assurance responsibilities to be delegated where appropriate

6.2. Senior User

Responsible for specifying the needs of those who will use the project product, for user liaison with the project management team, and for monitoring that the solution will meet those needs within the constraints of the business case in terms of quality, functionality, and ease of use. In addition to the project board's collective responsibilities the senior user will:

- Provide the required quality expectations and define acceptance criteria for the project
- Ensure that the desired outcome of the project is specified, and that the project products will deliver these outcomes
- Ensure the expected benefits are realized
- Provide a statement of actual versus forecast benefits at the benefits reviews
- Resolve user requirements and priority conflicts
- Ensure that any user resources required for the project are made available
- Make decisions on escalated issues, with particular focus on safeguarding the expected benefits
- Brief and advise user management on all matters concerning the project
- Maintain business performance stability during transition from the project to BAU
- Provide the user view on follow-on action recommendations
- Undertake project assurance from a user perspective

6.3. Senior Supplier

Responsible for representing the interests of those designing, developing, facilitating, procuring, and implementing the project product; accountable for the quality of the project product (and its components) and the technical integrity of the project. In addition to the project board's collective responsibilities the senior supplier will:

- Assess and confirm the viability of the project approach
- Ensure that proposals for designing and developing projects are realistic
- Advise on the selection of design, development, and acceptance methods
- Ensure that the supplier resources for the project are made available
- Make decisions on escalated issues, with particular focus on safeguarding the integrity of the complete solution

- Resolve supplier requirements and priority conflicts
- Brief non-technical management on supplier aspects of the project
- Ensure quality procedures are used correctly, so that products adhere to requirements
- Undertake project assurance from the supplier perspective

6.4. Project Manager

Responsible for the day to day running of the project within the constraints laid down by the project board, and the SRO. The project manager is responsible for:

- Running the project on a day-to-day basis within the constraints laid down by the project Board
- Ensuring the project produces the required products within the specified tolerances of time, cost, quality, scope, benefits, and risk
- Preparing baseline management products (in conjunction with any project assurance roles):
 - Project brief, including project product description
 - Benefits management approach
 - PID and its components
 - Stage/exception plans and their product descriptions
 - Work packages
- Prepare the following reports:
 - Status reports
 - Issue reports
 - End stage reports
 - Exception reports
 - End project reports
- Maintain all project logs and registers – including monitoring and management of risks and issues
- Liaise with corporate, programme management or the customer to ensure that work is neither overlooked nor duplicated by related projects
- Liaise with external suppliers or account managers
- Lead and motivate the project management team
- Establish behavioural expectations of team members
- Manage information flows between the directing and delivering levels of the project
- Manage the production of the required products, taking responsibility for overall progress and use of resources, initiating corrective action where necessary
- Establish and manage the project controls and procedures
- Authorise work packages
- Advise the project board of any deviations from the plan
- Perform the team manager and project support roles as/if required
- Schedule audits to check that the physical products are consistent with the configuration item records and initiate any necessary corrective action

6.5. Workstream Manager

Responsible for ensuring production of products defined by the project manager in the workstream brief/s. Responsibilities include:

- Preparation of work package (team) plans in agreement with the project manager
- Produce checkpoint reports at agreed intervals
- Plan, monitor and manage the team's work
- Take responsibility for the progress of work and use of resources, and initiate corrective action where necessary within the constraints defined in the work package brief
- Advise the project manager of deviations from the plan, recommend corrective action, and help to prepare exception plans
- Pass back to the project manager products that have been completed and approved in line with the agreed work package requirements
- Liaise with any project assurance and project support roles
- Ensure that quality activities relating to the team's work are planned and performed correctly, and are within tolerance

- Ensure that the appropriate entries are made in the quality register
- Manage specific issues and risks as directed by the project manager
- Assist the project manager in assessing issues and risks
- Ensure that all assigned issues are properly reported to the person maintaining the issue log

7. Engagement with Members

Cabinet Member for Climate Change, Transport and Sustainability has been nominated as lead member for the project. Any communications to be sent to members should first be sent to the nominate member. Quarterly verbal updates will be carried out by the Chair.

8. Attendance

Some Boards Groups operate on the basis that if a voting member misses three consecutive meetings, the Chair will be consulted to decide whether to seek a further representative or nominate another partner organisation.

For example: If a voting member misses three consecutive meetings, the Boards Chair will be consulted to decide whether to seek a further representative or nominate another partner organisation.

9. Meetings and Activities

9.1. Electronic Decisions

Collective decisions can be made between scheduled meetings by email if time sensitive or requiring an immediate response.

9.2. Ad-hoc Meetings

For Example: Ad hoc meetings may be called by exception if appropriate.

9.3. Urgent decisions

Where an urgent decision is needed between meetings it will be taken by the Chair/SRO after consulting with appropriate Board members. Urgent decisions taken between meetings will be reported to the next Board meeting.

Urgent risks and issues arising between meetings that require immediate action should be notified to the Chair/SRO and Programme / Project Managers. The Chair/SRO in consultation with appropriate Board members and others will agree the action to be taken. The new risk or issue will be recorded in the register by the Project Manager and reported at the next meeting.

9.4. Minutes /Actions and Communication

For example: The Project Support Officer/Project Admin will capture all actions, decisions and agreements during the Board and Project Team meetings. They will be stored in the 'Project name' folder on 'storage location' and will be circulated to Board and Team members and meeting attendees within five working days of the meeting. Agenda items and reports for meetings must be submitted to 'nominated role' no later than 'X' working days prior to the meeting.

10. Workstreams

There are a number workstream groups that will be set up to deliver the work. The full list of workstreams is as follows:

Workstream Title	Objectives	Workstream Lead
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Nature Recovery	To restore a natural balance of ecology in Allestree Park on the former golf course.	
Wilder Communities	Ensure people are at the heart of the rewilding project.	
Access and Inclusion	The park will be accessible to people in all levels of society.	
Funding and Resource	The project will receive the appropriate funding and resource.	
Monitoring and Evaluation	The park will be surveyed with regard to biodiversity, climate change, health and wellbeing.	

11. Standard Agenda Items

There may be set or repeat agenda items that need to be covered at each meeting. These can be listed in this section.

For example: At each Project Team meeting the Status Report, Project Plan, Risks, Issues and Lessons will be considered and escalations will be considered by the Board at each Board meeting.

Actions from the last meeting.
<ul style="list-style-type: none"> • Updates on Workstreams • Monitoring and Evaluation workstream • Master Plan • Timescales • Allestree Hall and Stable Yard – opportunities for the Rewilding project • Funding update including grants. • Branding, language, logos etc • Terms of reference
Any other business
Date, time and location for the next meeting

12. Governance arrangements

12.1. Voting and decision making (OPTIONAL)

For example: all named members of the Board, have voting rights. The Chair of the Board shall have the casting vote. The Chair of the Board has delegated decision making powers between formal meetings in accordance with financial thresholds as set out by Derby City Council.

Each statutory member of the Board will have one vote. Wherever decisions will be made by consensus. Where this is not decisions of the Board will be taken by a majority vote but in all cases the majority vote must include the consent of the Chair. In the event of a deadlock the Chair, or in the absence of the Chair, the Vice Chair will have a casting vote.

The Board must be advised of attendance of a substitute in advance of the meeting. Substitutes, whilst able to attend and participate in the Board will not have voting rights.

12.2. Quorum (OPTIONAL)

For example: three voting members need to be present to take decisions, including the Chair.

12.3. Confidentiality

For example: Board, Project Team and Workstream Members will take all reasonable steps to maintain the confidentiality of any information of a personal nature or relating to the financial or business affairs of other persons, or which is commercially sensitive, that comes into their possession or knowledge arising out of their membership of this Board.

12.4. Conflicts of interest

For example: At each meeting, Board, Team, and Workstream Members must declare any financial or a clear and substantial private or personal interest. They must leave the meeting if they have declared a financial or a clear and substantial private or personal interest unless permitted to remain by the Chair. If they declare a private and personal interest that is not clear and substantial, they may take full part in discussions with the approval of the Chair.

12.5. Reporting

Identify when and where Status Reports will be taken. Include details of performance outcomes that will be measured (linked to overall objectives – section 7).

For example: Monthly Status Report Updates will be submitted by the Project Manager and approved by the Senior Responsible Officer. These will be reviewed at the Board and Team meetings. Benefits will be monitored throughout and reviewed regularly.

13. Delegated Authority (including Financial Approval Limits)

This section will detail who has responsibility for making financial decisions and the financial level they are authorised to make decisions up to. You can also include reference/s to specific sections of the constitution if it contains financial limits and delegated authorities that are applicable.

For example: The Programme Board with the approval of the Cabinet portfolio holder, can approve budget variation between £50k - £250k if it can be contained within the Programme Area. Any change of £250k or greater requires Cabinet approval.

13.1. Change Control (OPTIONAL)

This section will detail how changes to the scope are accepted and recorded such as changes to time, cost, or quality. Programmes or projects with external partners which require additional documentation should state the additional steps required by the partner here.

For example: When a change is raised, the Project Manager will record it on the Change Control Log. The change will either be approved, rejected, have a request for further information or deferred to later. Any supporting information for changes can be found in the 'Supporting Information' Folder. Requests for cost changes limits are defined in Section 13. For time changes, the Project Manager can approve delays up to 10% of the total task time beyond the original deadline.

14. Quality Assurance

*For example: All essential documents are to be completed, stored on the *name of site* Documentation folder on the Project Management Platform and reviewed on a regular basis.*

The key document links are below:

LIST AND LINK KEY DOCUMENTS

If you need assistance in accessing these documents, please contact: XXX@derby.gov.uk