



## ***Terms of Reference***

### ***Project: The Redevelopment of The RCIYC, St Aubin***

<p><b>Purpose</b></p>	<p>The role of The Redevelopment of the RCIYC Project Board is to:</p> <ul style="list-style-type: none"> <li>• Provide unified direction to the Project and, in particular, to the Commodore and Committee.</li> <li>• Challenge any reported variations to the expected Project plan on a timely basis in order that decisions can be taken at the appropriate level</li> <li>• Ensure effective decision making related to the Project</li> <li>• Provide visible and sustained support to the Project Manager</li> <li>• Ensure effective communication and reporting between the Project team, the Committee and other stakeholders</li> <li>• Act primarily as a decision-making body that has a key role in keeping the project moving forward by solving problems that can block its progress and helping the Project Manager see a clear route to successful completion.</li> </ul>
<p><b>Accountable to</b></p>	<p>The Redevelopment of RCIYC Project Board is accountable to the Commodore or his/her delegate.</p>
<p><b>Mandated by</b></p>	<p>The Redevelopment of the Yacht Club Project Board has been mandated by RCIYC Committee. The Commodore being the Accountable Flag Officer.</p>
<p><b>Responsibilities</b></p>	<p>The Redevelopment of the RCIYC Project Board is responsible for:</p> <ul style="list-style-type: none"> <li>• Providing unified direction to the project and Project Manager</li> <li>• Providing the resources and funding needed for the Project</li> <li>• Providing visible and sustained support for the Project</li> <li>• Ensuring effective communication within the Project and with the Committee and other stakeholders</li> <li>• Challenging any reported variations to the expected project plan on a timely basis in order that decisions can be taken at the appropriate level</li> <li>• Ensuring effective decision making related to the Project</li> </ul> <p>Where a decision cannot be reached by the Project Board, it must be escalated to the Commodore and Committee.</p> <p>The Project Board must include at a minimum, the</p> <ul style="list-style-type: none"> <li>• The Commodore or his delegated Flag Officer, Senior Responsible Officer(SRO),</li> <li>• Senior User - Summarising internal needs from the RCIYC Committee and staff,</li> <li>• Project Manager,</li> <li>• Senior Supplier - with support from our Club Administrator, circulating initial ideas, arranging feedback sessions and summarising member feedback and communications.</li> </ul>

	<ul style="list-style-type: none"> <li>• Finance Partner: Creation and execution of a fundraising plan with support from the Committee and a co-opted fundraising champion.</li> </ul> <p>However, there are other roles which should be considered when defining the project board (e.g., Subject Matter Experts, including external/independent expertise, as required).</p> <p>For the avoidance of doubt, budget and benefits accountability for the project remains with the Commodore regardless of the Project Board structure. The Commodore may choose to delegate this responsibility his delegate.</p>
<p><b>Membership with roles</b></p>	<p><b>Accountable Officer</b> – Commodore  <b>Senior Responsible Officer SRO</b> – Vice Commodore  <b>Project Manager</b> – Richard Cheal  <b>Senior User</b> – Rear Commodore  <b>Finance Partner</b> – Honorary Treasurer supported by the Fundraising Champion  <b>Senior Supplier</b> – TBA</p> <p><b>The role of Senior Responsible Officer</b></p> <p>The Senior Responsible Officer is directly responsible to the Commodore for ensuring a project meets its objectives, delivers the projected outcomes and realises the required benefits.</p> <p>The Sponsoring Senior Responsible Officer has responsibility for:</p> <ul style="list-style-type: none"> <li>· defining and communicating the vision and business objectives in line with Committee</li> <li>· ensuring a real business need is being addressed</li> <li>· formation of the Project Board and the definition of roles and responsibilities for the project</li> <li>· identification and management of the project’s issues and risks</li> <li>· delegated budget and benefit accountability for the project. The Senior Responsible Officer ensures the total project budget is managed in accordance with the RCYIC Constitution and takes accountability for the realisation of project benefits as set out in the business case.</li> <li>· Managing contracts and relationships with external suppliers</li> <li>· assuring ongoing viability and, if necessary, taking the decision to stop the project</li> <li>· engaging key stakeholders</li> <li>· providing the project team with leadership, decisions and direction</li> <li>· ensuring the delivered solution meets the needs of the business and the project as agreed</li> <li>· assigning a suitably qualified and/or experienced Project Manager to manage the day-to-day delivery of the project</li> </ul>

- agreeing appropriate governance structures and reporting protocols with the Accountable Officer.
- providing regular steer, support, and guidance to the Project Board and support the Accountable Officer in ensuring that the stakeholders are kept abreast of project progress

### **The role of Project Manager**

The Project Manager manages the project on a day-to-day basis on behalf of the Senior responsible Officer within specified constraints (time, cost, quality, scope) and liaises throughout the project with the Project Board and Sponsoring Senior Responsible Officer.

The Project Manager liaises with the Project Board, Committee, external suppliers and finance manager. They are responsible for managing information flows, establishing procedures, and monitoring and managing project risk.

The Project Manager responsibilities may vary depending on the type, size and scale of the project. However, the following are the core responsibilities of a Project Manager:

- Preparing the relevant project documentation for review and approval by the Sponsoring Senior Responsible Officer or Project Board
- Complying with the RCIYC Constitution/Rules.
- Developing and executing the project plan and tracking progress to this plan, adapting it with approval, as required, to ensure project deadlines are met
- Managing relationships and communication with stakeholders
- Managing the project budget and financial reporting requirements
- Managing project resource plans and co-ordinating staff and internal resources
- Managing project scope and changes to scope using change management processes
- Managing project risk and ensuring the risk register is updated on a timely basis
- Producing monthly and accurate project progress reports to the Committee
- Escalating decisions, issues or risks to the Project Board or Sponsoring Senior Responsible Officer for resolution as required
- Managing/co-ordinating the project team
- Controlling the project delivery within the constraints as set out by the Project Board

### **The role of Senior Supplier**

In general, the Senior Supplier represents the interests of those designing, developing, facilitating, procuring and implementing the project's products. This role is accountable for the quality of products delivered by the supplier(s). If necessary, more than one person may be required to represent the suppliers.

Depending on the customer/supplier environment, the customer may also wish to appoint an independent person or group to carry out assurance on the supplier's products (for example, if the relationship between the customer and supplier is a commercial one).

The Senior Supplier has responsibility for:

- Reviewing all project documentation and confirming acceptance of the deliverables requested, against the budget set out
- Confirming any necessary revisions to the Project Board structure and/or roles and responsibilities through the delivery stage
- Providing regular steer, support, and guidance to the Project team, Project Board and Sponsoring Senior Responsible Officer
- Acting as the Senior Supplier and lead liaison on behalf of the suppliers
- Verifying feasibility of product designs and development processes
- Verifying the quality of the products delivered by suppliers
- Regularly reporting on progress to the Project Manager and Project Board
- Delivering the required elements of the project as set out by the Committee
- Identifying and managing relevant project issues and risks

#### **The role of Senior User**

The Senior User is the representative of every person who will use the products of the project. The users are all those for whom the project is designed, or who will use the project's products to deliver expected benefits to the members.

The Senior User has overall and ongoing responsibility for the successful day to day adoptions of new capabilities in the club in support of the realisation of outcomes or benefits on behalf of the Senior Responsible Officer or Accountable Officer. The Senior User a member of the club operations team and will remain close to BAU activities during the project. This role ensures that project changes are valid and relevant to the club and that the club is ready to adopt the changes.

The Senior User role may be fulfilled by the Sponsoring Senior Responsible Officer in some scenarios.

In addition, the Senior User has responsibility for:

	<ul style="list-style-type: none"> <li>· Specifying the needs (requirements) of the Users that will use the project products and the benefits that the project will achieve</li> <li>· Acting as lead liaison on behalf of the users (whether internal or external)</li> <li>· Monitoring that the solution will meet member needs with the constraints of the business case in terms of quality, functionality and ease of use</li> <li>· Ensuring members have the capacity and capability to successfully adopt changes</li> </ul> <p><b>The role of the Finance Business Partner</b></p> <p>The Finance Business Partner has oversight of the expenditure on the project and will provide the Project Board, Accountable Officer and Senior Responsible Officer(s) with advice and support with respect to financial related decisions. The Finance Business Partner will challenge and support decision makers, especially on propriety, regularity, value for money and feasibility, by ensuring that policy and operational proposals with a significant financial implication are signed off by the finance function.</p> <p>The Finance Business Partner will also support the Project Manager and Sponsoring Senior Responsible Officer to develop/revise the project business case. The FBP is not responsible for the day-to-day management of the project budget. That responsibility remains with the Project Manager with oversight by the Project Board and the Sponsoring Senior Responsible Officer.</p> <p><b>Fundraising Champion</b></p> <p>This role is to lead the fundraising campaign with the membership and sponsors to successfully achieve sufficient funds for the project. To create a strategy for approval by the RCIYC Project Board and to report to the Finance Business Partner.</p>
<b>Quorum requirements</b>	The Quorum comprises the SRO, Project Manager, a Senior User and a Senior Supplier
<b>Processes</b>	<p>The agenda for The Redevelopment of RCIYC Project Board is determined by the Chair.</p> <p>The agenda includes:</p> <ul style="list-style-type: none"> <li>• Welcome <ul style="list-style-type: none"> <li>- Attendees &amp; apologies</li> </ul> </li> <li>• Previous minutes and any actions</li> <li>• Project status – key milestones</li> <li>• Financial update</li> <li>• Risks and Issues</li> <li>• Approvals</li> <li>• Comms update</li> <li>• Any other business</li> </ul>

	All actions and decisions made by the Board will be recorded by the PM.
<b>General Principles</b>	<p>In the event that a decision cannot be ratified by RCIYC Project Board to the Commodore.</p> <p>Board members will attend all Board meetings if possible. NB: please note the requirements for Quorum.</p> <p>Board members will endeavour to read all Board papers ahead of the Board meetings.</p>
<b>Meeting Frequency</b>	Meetings will be held on a monthly basis in synchronisation with the RCIYC Committee Meeting Programme
<b>Secretariat</b>	Provided by the Project Manager and Club Secretary
<b>Papers</b>	The Project Manager will ensure the relevant reporting information is submitted to the Project Board seven days in advance of scheduled meetings..
<b>Notes of meetings</b>	<p>The agenda will be compiled by the Project Manager on behalf of the SRO.</p> <p>The minutes of the project board meetings will form an annex to the Main Committee Meeting Minutes be circulated by the Secretary of the RCIYC.</p>
<b>Agreed by/date</b>	The General Committee - 21 November 2023