

Terms of Reference – Northern Gateway Strategic Board

Version	Approved On	Approved By	Detail of Changes
V1.0			- n/a
V1.1		Northern Gateway Steering Group	- Confirmation of delegated authority - Confirmation of decision-makers

1.0 Purpose and Role

The purpose of the Strategic Board is to provide a centralised and consistent forum for decision-making and the resolution of high-level issues encountered during delivery that have been escalated from the Steering Group. The Strategic Board must ensure all projects are clearly defined from inception agreeing the principles and parameters in which they will be delivered, remaining focused on key principles and deferring detailed analysis to subgroups.

The role of Strategic Board is to:

- Ensure project outcomes align with strategic priorities
- Compliance with Council Constitution, Policy and Cabinet delegations
- Alignment and buy-in of a long-term aspiration and strategy for the site, to provide clear direction to projects in terms of project principles to enable working groups to undertake development of detail
- Identify and share information about wider strategic risks, issues or opportunities which could impact on the delivery of Northern Gateway
- Review and provide a response to risks with a post-mitigation score of 21+ (very high), escalated from the Steering Group
- Direct the development of project briefs, Strategy and Business Cases
- Clarify and set programme requirements and direction
- Review and approve documents as set out in delegation
- Monitor, consider and provide direction on approach to key strategic and / or high-level risks and issues
- Resolution of issues escalated from the Steering Group
- Monitor spend profile and progress
- Consider and make decisions regarding change to agreed scope, and any other change requests made by the Steering Group

2.0 Scope

The Northern Gateway site comprises two allocations within the adopted Places for Everyone Plan:

- JPA1.1 (Heywood/Pilsworth) is a nationally significant proposal for employment development. This allocation within the Northern Gateway is recognised as one of two Investment Zones in Greater Manchester. The site occupies a strategic location adjacent to the M60, M62 and M66 and market analysis considers that this, together with the scale of the opportunity, will attract high quality businesses and employment opportunities.
- JPA1.2 (Simister / Bowlee) will see the delivery of new housing that is well integrated with, and brings positive benefits to, the surrounding communities. The site is located between the settlements of Prestwich and Middleton and borders onto the M60.

The Northern Gateway allocation has the potential to be genuinely transformational and to be a key driver in rebalancing the Greater Manchester economy by boosting the competitiveness of the northern districts.

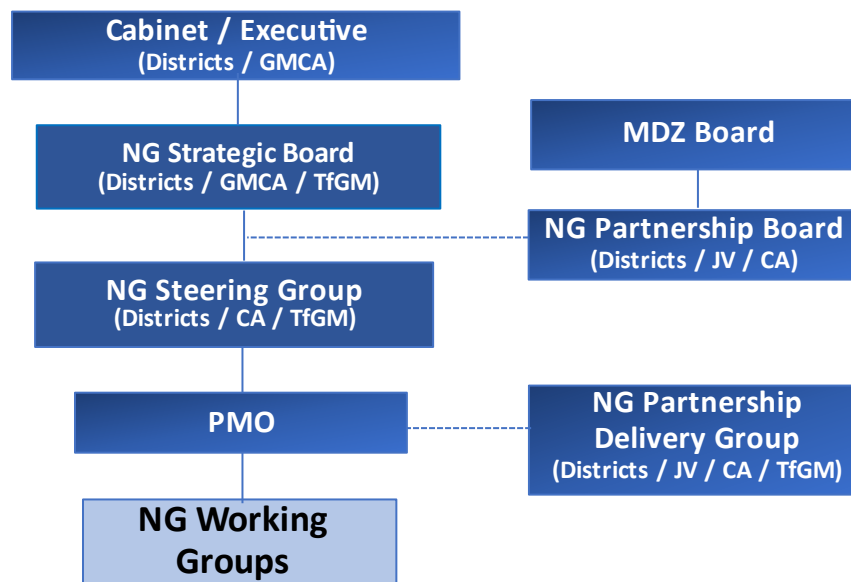
Northern Gateway is the largest and most significant development site in the Atom Valley Mayoral Development Zone (MDZ). The MDZ aims to boost growth and help to create a more balanced economy across the Greater Manchester city region and includes major development sites across the three boroughs of Bury, Rochdale and Oldham.

The MDZ enables districts and partners to work closely together with GMCA, TfGM, national agencies and the private sector to accelerate plans for inclusive growth and sustainable transport for the benefit of local residents. An MDZ Board has been established to oversee the work of the MDZ. The relationship between Northern Gateway and Atom Valley must be retained to maximise the cumulative benefits, maintain partnership support and move forward coherently under the established brand of the MDZ, with the MDZ Board being the vehicle to facilitate this relationship.

3.0 Governance

The Northern Gateway Strategic Board has been established to ensure effective project oversight, delivery and risk management of the project on behalf of Bury and Rochdale Councils and public sector partners.

Strategic Board reports into respective Cabinets and GMCA Executive, who have assigned delegated authority to relevant Director(s) and Portfolio Holder(s) for the delivery of the Northern Gateway project. The Northern Gateway Steering Group reports into Strategic Board. Strategic Board is led by officers from Districts and GMCA and its decision-making process is through Districts. As depicted below, the Northern Gateway Partnership Board will feed into the MDZ governance structure.



The basis for which the Northern Gateway Strategic Board, Project Management Office (PMO) and all other groups within the Governance Framework seek to deliver against is the agreed Strategic Development Vision:

“Northern Gateway will be a world-class business community that will help to drive inclusive growth and economic prosperity for Atom Valley and Greater Manchester by becoming the largest and most accessible employment opportunity in the region, delivering:

- ▶ significant investment into a range of industry sectors at both scale and pace, supporting the region’s economy and resilience;
- ▶ a dynamic and thriving innovation hub for advanced materials and manufacturing, building on Greater Manchester’s world leading strengths in this area;
- ▶ a vibrant and dynamic employment ecosystem where businesses and communities thrive, supported by sustainable transport connectivity and green and blue infrastructure networks;
- ▶ flexibility and responsiveness to market demands and opportunities; and
- ▶ a truly integrated approach to partnership working with industry, universities, research partners and institutions, that will develop and harness the skills for the local workforce, establishing a lasting legacy of excellence in training and skills, empowering existing communities as well as attracting and retaining top industry talent”.

4.0 Membership

Membership of the Strategic Board includes representatives from all public sector organisations associated with the delivery of the Northern Gateway project.

4.1 Core Members

The following core members are required to attend the Strategic Board or arrange attendance by a representative with delegated responsibility. Collectively members of the Board are decision-makers:

Role	Organisation
Chief Executive (Chair)	Bury Council
Chief Executive	Rochdale Council
Executive Director – Policy & Strategy	GMCA
Executive Director - Place: Business, Growth and Infrastructure	Bury Council
Director – Economy and Place	Rochdale Council
Assistant Director Strategy, Planning & Development	Bury Council
Director - Place	GMCA
Delivery Director	GMCA
Group CEO	Growth Company
Transport Strategy Director	TfGM
Head of Strategic Planning	TfGM
MDZ Board Chair	Atom Valley MDZ Chair (ex officio)
Northern Gateway Major Project Manager (Advisor)	Bury / Rochdale Council (non-decision maker)

4.2 Additional (non-core) Attendees

Where additional support and / or knowledge is required, or on a task and finish basis, the following can be requested to join the group as a non-core member:

Role	Responsibility
External Project Managers	<ul style="list-style-type: none"> Responsible for interfacing schemes either within districts or from external organisations To provide the Strategic Board with timely updates as and when necessary and requested to do so.
Bury / Rochdale / CA Officers	<ul style="list-style-type: none"> Officers from within districts and the CA to attend as required to provide specialist expertise For example, legal, planning, procurement, business and skills
Consultants and Sub-Consultants	<ul style="list-style-type: none"> Likely to be regularly in attendance to update on work packages Provide support where necessary on the basis of targeted commissions

Non-core members do not have decision making authority for the group.

Requests for additional member attendance should be directed to the Chair in the first instance.

5.0 Accountability

Matters of a high-level strategic nature or issues which are likely to impact the time, cost or quality delivery of the project, raised either internally or by external partners, should be escalated to the Strategic Board to respond to. Strategic Board are responsible for these matters in addition to the successful delivery of the public sector led workstreams of the Northern Gateway project, and establishment and maintenance of public sector partner relations.

PMO is responsible for ensuring reporting requirements set by the Northern Gateway Governance Framework (v1.10) are met to ensure information is effectively communicated within each representative organisation. Where this is not the case, and the matter cannot be resolved, it will be escalated to Strategic Board. Meeting minutes and supplementary documents may be used to support this process. This will ensure any necessary internal approvals are secured in a timely manner to meet the needs of the project.

Details contained within these Terms of Reference are subject to compliance with statutory / regulatory powers and / or processes.

6.0 Ways of Working and Meeting Arrangements

The Strategic Board will be held monthly, unless required to meet more frequently by exception to meet the needs of the project. Invites will be issued by the Northern Gateway Major Project Manager.

Minutes and an action tracker will be produced following each meeting by the Northern Gateway Major Project Manager. These documents will be agreed by all members.

Members may be contacted between meetings for advice as required.

Meeting agendas, minutes, action tracker and papers will be circulated in advance of each meeting.

The quorum for the meeting will be 2/3 of the established core membership. Should the meeting not be quorate, it will be rearranged. Officers should make every effort to attend the meetings as they are fundamental to the delivery of the Northern Gateway project. Members who cannot attend should make best endeavour to delegate attendance to a relevant deputy.

Where commercially confidential matters need to be discussed, the Chair may arrange separate meetings with relevant parties.

The format of Highlight Reports and additional documentation used to inform Strategic Board of progress made by Working Groups is set out in the Northern Gateway Governance Framework (v1.10), to ensure consistency across projects.

7.0 Agenda

The details of each monthly agenda for Strategic Board will be set by the Northern Gateway Steering Group and will be informed by requirements of all members. Relevant information from the PMO will also inform the agenda.

8.0 Sub-Working Groups

Sub-groups will be agreed and established by the Steering Group as necessary dependent upon work required. Sub-groups will focus on specific project tasks and provide monthly highlight reports which will be shared with Steering Group and Strategic Board.

9.0 Review

These Terms of Reference for the Strategic Board will be reviewed for acceptance on an annual basis, or more frequently if required by exception.