



Terms of Reference (TOR)

Name	HRA Capital Board
Reference Number	PMP 44
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Programme Manager (Major Works)	Shaun Bennett
Programme Manager (New Build and Acquisitions)	Karen Brierley

Document Change Log

Version	Date	Reason for change/update
V4.0	07.10.2021	First draft in new corporate format – follows on from V3.0
V4.1	26.11.2021	Changes to draft: <ul style="list-style-type: none"> Amendments to section 10 – Delegated Authority
V4.2	27.01.2022 08.04.2022	Final amendments to version 4 <ul style="list-style-type: none"> Board Approved – 08 April 2022
V4.3	28.06.2022	Financial Procedure Rules (FPR) Delegation approval aligned with FPR

Document Owner

Role / Job Title	Team	Reason for change to Document Owner (if applicable)
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HRA Business Manager	Housing Strategy	N/A

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

Table of Contents

Terms of Reference (TOR)	1
Document Change Log	1
Document Owner	1
1. Scope and Purpose	4
2. Governance	4
3. Capital Board	5
3.1. Membership	5
3.2. Meetings	6
4. Project Teams	6
5. Appointment of Chair	6
6. Roles and Responsibilities	6
6.1. Senior Responsible Officer	6
6.2. Programme Manager	7
6.3. HRA Business Manager	7
6.4. Head of Service	7
7. Engagement with Members	8
8. Meetings and Activities	8
8.1. Electronic Decisions	8
8.2. Ad-hoc Meetings	8
8.3. Minutes /Actions and Communication	8
9. Governance arrangements	8
9.1. Voting and decision making (OPTIONAL)	8
9.2. Confidentiality	8
9.3. Conflicts of interest	9
9.4. Reporting	9
10. Delegated Authority (including Financial Approval Limits)	9
10.1. Decisions up to and equal to £2.5m	9
10.2. Decisions over £2.5m	10
11. Quality Assurance	10

12. Appendices	10
Appendix I.....	10
Diagram A: Programme Governance	10
Appendix II.....	10
Financial Procedure Rules – Delegation Approval.....	10

1. Scope and Purpose

HRA Capital Board's scope includes:

All capital funded Housing Revenue Account (HRA) schemes, projects, initiatives, policies and strategies.

The following annual capital work programmes:

- Housing Revenue Account

These programmes, regardless of funding source, include:

- New Council Housing
- Maintenance of existing Council Housing
- Any capital estate works on HRA land

HRA Capital Board will have consideration to other related programmes, without directly influencing or monitoring them. These currently include the Housing General Fund – particularly the elements that utilise Right to Buy receipts, and Derby Homes' Capital programme – particularly new homes.

The purpose of HRA Capital Board is to:

- Maintain an overview of the progress and delivery of the annual capital work programmes
- Monitor scheme progress in respect of timescales and budget
- In line with delegated approval levels and Financial Procedure Rules:
 - Approve proposals for changes to the work programmes including recommendations to reallocate budgets depending on priorities and funding pressures
 - Refer decisions appropriately based on the delegated and non-delegated approval limits
 - Ensure that all schemes are managed in accordance with relevant council procedures and requirements
- Ensure that the work programmes comply with the Council's capitalisation policy
- Make certain that all schemes are managed in line with agreed project and programme management processes
- Ensure that decisions taken are recorded and reported appropriately
- Provide strategic direction and coordination with a particular focus on increasing the scale and pace of works carried out
- Endorse future years work capital programmes for Cabinet approval
- Monitor and direct the management of programme risks, and any project risks escalated to the Board
- Review all outline and full business cases, providing advice, guidance and feedback to the SRO who will be responsible for final sign off

2. Governance

[See appendix 1](#)

3. Capital Board

3.1. Membership

Job Title Contribution to Programme / Project Board	
Director of City, Development and Growth, DCC	<ul style="list-style-type: none"> • Senior Responsible Officer (SRO) • Chairs the meeting and ensures all discussion points provide a clear action, decision, or outcome • Review proposals and business cases, making recommendations to the relevant decision-making body
Head of Strategic Housing, DCC	<ul style="list-style-type: none"> • Strategic Manager – New Homes and Acquisitions • Deputises for the chair as necessary • Review proposals and business cases, making recommendations to the relevant decision-making body
Members:	
Managing Director, Derby Homes	<ul style="list-style-type: none"> • Provide strategic direction and facilitate issue resolution and risk mitigation activities with particular focus on Derby Homes activities • Review proposals and business cases, making recommendations to the relevant decision-making body
Director of Investment and Maintenance, Derby Homes	<ul style="list-style-type: none"> • Strategic Manager – Maintenance including capital estate works on HRA land • Review proposals and business cases, making recommendations to the relevant decision-making body
Director of Finance and Company Secretary, Derby Homes	<ul style="list-style-type: none"> • Provide financial oversight and advice • Review proposals and business cases, making recommendations to the relevant decision-making body
Head of Finance, Projects and Transformation, DCC	<ul style="list-style-type: none"> • Provide financial oversight and advice • Review proposals and business cases, making recommendations to the relevant decision-making body
Principal Housing Development Manager, DCC	<ul style="list-style-type: none"> • Programme Manager – provide progress updates on existing schemes/acquisitions and present proposals for new schemes/acquisitions • Escalate risks and issues that cannot be managed at project level for consideration and management by the Board
HRA Business Manager, DCC	<ul style="list-style-type: none"> • Provide financial oversight and advice • Review proposals and business cases, making recommendations to the relevant decision-making body
Optional Attendees:	
Head of Capital Works, Derby Homes	
Development Team Leader, Derby Homes	
Principal Accountant, DCC	

If a member of the Programme 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 Board member. If a representative cannot be found, then a written update should be submitted to the Programme 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

HRA Capital Programme Board will meet six weekly. Meetings are 1.5 hours in duration.

Any programme issues requiring decisions by exception outside of these meetings will be coordinated by the Programme Manager and taken to the Director of City, Development and Growth.

4. Project Teams

The HRA programme has a complex and ever-changing suite of projects therefore it is not practical to include specific details of project team membership. Please refer to the [programme plan](#) for details of the current project list and allocated project managers.

5. Appointment of Chair

The Director of City, Development and Growth will Chair all meetings with the Head of Strategic Housing supporting as Vice Chair.

6. Roles and Responsibilities

6.1. Senior Responsible Officer

The Senior Responsible Officer (SRO) is the Director of City, Development and Growth. They are responsible for making programme decisions in accordance with delegated approvals and/or referring said recommendations to the Strategic Director for Communities and Place, S151 Officer and Cabinet Member for Adults Health and Housing or to Cabinet, for approval in line with the council's scheme of delegation and executive decision procedure.

The SRO's responsibilities are:

- Ownership of the work programmes and their business cases within the remit of HRA Capital Board. Ensuring a real business need is being addressed and driving the delivery of improved outcomes and benefit realisation. Leading in gaining approvals, as required, for the progression of the programme
- Ensuring the effective delivery of the work programmes
- Provision of strategic direction and mandates for issue mitigation and resolution
- Endorsement of future years work programmes that contribute to relevant policies, strategies and operational requirements
- Act as the champion for the programme/project and takes ultimate authority and personal accountability for its delivery, in line with priorities articulated by Council Cabinet and Strategic Leadership Team (SLT)

- Is a visible, engaged, active leader who creates an open and honest culture within the programme/project
- Provides clear leadership and strategic direction to the Board throughout the life of the project
- Chairs the board, and as chairperson responsibilities would include:
 - Guiding the meeting according to the agenda
 - Ensuring all discussion items and recommendations reach a decision, action or clear outcome
 - reviewing and approving the draft minutes before distribution
- Delegates responsibilities and agrees on clear limits and performance tolerances with the Programme Manager (consistent with the Council's standing orders and financial procedure rules), ensuring the successful delivery of the required project outcomes
- Ensures the programme deliverables are well defined and agreed with stakeholders, engaging with key internal and external stakeholders
- Manages project closure and sign-off
- Takes accountability for the management of project risks and exploitation of opportunities

6.2. Programme Manager

The Programme Manager ensures the operation of the HRA Capital Board and sub-groups to provide an overview of programme development, approval and delivery. Responsibilities are:

- Report on project statuses across the programme, and update the Board on any gateway approvals and subsequent progression
- Present programme issues and recommendations for mitigation and resolution
- Refer issues in accordance with delegated approval levels
- Develop annual work programmes for board endorsement
- Provide timely and accurate progress reports to board
- Ensure that projects meeting the PMO gateway criteria are presented at PMO Board for gateway review at the relevant point
- Ensure dependencies within the programme are actively managed, acting as an arbiter and enforcer and resolving issues between the various elements of the programme

6.3. HRA Business Manager

See comment under 6.4

- Facilitate meetings – agendas, papers, minutes, meeting requests
- Ensure effective lines of communication between projects, programme board, and stakeholders
- Share relevant intelligence across the wider portfolio
- Oversee the governance frameworks, shape projects to achieve the overall programme goals, coordinate reporting to provide analysis of the impact, and undertakes programme assurance activities, with the support of Derby's established assurance functions

6.4. Head of Service

Each Head of Service's responsibility within the remit of HRA Capital Board is in line with their individual service area responsibilities, including:

- Attending HRA Capital Board and provide direction and steer to the Programme Manager and Project Managers as necessary
- Taking action within their respective service areas to remove barriers to effective programme and project delivery
- Ensuring that all resource issues are highlighted and addressed to meet approved commitments
- In the case of the Head of Finance – Projects and Transformation, advising on the financial implications of recommendations and decisions to support the effective delivery of the programme

7. Engagement with Members

The Cabinet Member for Adults, Health and Housing will be involved in decisions regarding spend at or below £2.5m as per the delegated report, with all other decisions being the responsibility of the Cabinet. Cabinet will also receive quarterly reports detailing programme status along with any additions or changes. Large additions to the Capital Programme will warrant their own report which may be in addition to the usual quarterly reporting. Further to this ward councillors will be briefed on each new acquisition or development that falls within their ward.

8. Meetings and Activities

8.1. Electronic Decisions

Collective decisions can be made between scheduled meetings by email if time sensitive or requiring an immediate response. Email responses must be retained as evidence of any decision sought in this way and recorded in the programme and/or project decision log.

8.2. Ad-hoc Meetings

Ad hoc meetings may be called by exception if appropriate. Minutes should be recorded as detailed in section 9.3 to evidence any risk and issue management, and decision making.

8.3. Minutes /Actions and Communication

All actions, decisions and agreements during the Board and Project Team meetings will be recorded. They will be stored electronically on share point [HRA Capital Board Meetings](#) and will be circulated to Board and Team members and meeting attendees within **ten** working days of the meeting. Agenda items and reports for meetings must be submitted to HRA Business Manager no later than seven working days prior to the meeting.

9. Governance arrangements

9.1. Voting and decision making (OPTIONAL)

The SRO has the delegated decision-making powers in accordance with financial thresholds as set out by Derby City Council. In the event of an extended period of absence by the SRO, the board Vice Chair will make recommendation in line with Section 10 (Delegated Authority)

9.2. Confidentiality

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.

9.3. Conflicts of interest

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.

9.4. Reporting

6 weekly status reports will be submitted by the Programme Manager and approved by the Senior Responsible Officer. These will be reviewed at the Board meeting. Benefits will be monitored throughout and reviewed regularly.

10. Delegated Authority (including Financial Approval Limits)

10.1. Decisions up to and equal to £2.5m

Delegated decisions relating to the addition of standard housing acquisitions or developments costing up to or equal to £2.5m will be sought from the Strategic Director of Communities and Place in consultation with the Strategic Director of Corporate Resources and S151 officer and the Cabinet Member of Adults, Health and Housing, following the recommendation of the HRA Capital Programme Board.

Once added to the capital programme the SRO and programme manager (as appropriate) has authority to approve the following budget variations providing they are contained within the existing programme*:

- SRO can approve variations to the lesser of 20% or £200k of the original project budget
- Programme manager can approve variations to the lesser of 20% or £50k of the original project budget

Any such approvals are made in consultation with the appropriate finance officer to ensure variations are contained within the programme budget.

Outside of these limits all other decisions on variations must be deferred to either:

- Strategic Director of Communities and Place in consultation with the Strategic Director of Corporate Resources and S151 Officer for variations between £200k and £400k
- Cabinet for variations over £400k

Diagram 1 provides a graphical representation of the decision-making hierarchy.

Appendix 1 shows corporate delegated approval requirements as contained in the Financial Procedure Rules.

*'existing programme', refers to the current years programme,

10.2. Decisions over £2.5m

Decisions relating to the addition of non-standard housing acquisitions or developments costing up to or equal to £2.5m, and all standard acquisitions and developments over £2.5m will be made by Cabinet. The HRA Capital Board will review each scheme that currently requires Cabinet Member or Cabinet approval and provide a recommendation to the Strategic Director of Communities and Place along with the Strategic Director of Corporate Resources and S151 Officer and Cabinet Member for Adults, Health and Housing.

Once added to the capital programme the SRO and programme manager (as appropriate) has authority to approve the following budget variations providing they are contained within the existing programme*:

- SRO can approve variations to the lesser of 20% or £200k of the original project budget
- Programme manager can approve variations to the lesser of 20% or £50k of the original project budget

It is recommended that any such approvals are made in consultation with the appropriate finance officer to ensure variations are contained within the programme budget.

Outside of these limits all other decisions on variations must be deferred to either:

- Strategic Director of Communities and Place in consultation with the Strategic Director of Corporate Resources and S151 Officer for variations between £200k and £400k
- Cabinet for variations over £400k

*'existing programme', refers to the current years programme

Diagram 1 provides a graphical representation of the decision-making hierarchy.

11. Quality Assurance

All essential documents are to be completed, stored in the HRA Capital Programme Board site, or relevant project site on the Project Management Platform and reviewed on a regular basis.

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

12. Appendices

Appendix I

Diagram A: Programme Governance



HRA decision making
- Programme Governance

Appendix II

Financial Procedure Rules – Delegation Approval

Approval Requirements:	Below £10k	Below £15k	Below £100k	100k - £250k
Transfer of Budgets	SD	SD	SD	SD and CM
Bid for Funding	SDoCR and SD	SDoCR and SD	SDoCR and SD	SDoCR, SD and CM
Accept Funding	SDoCR and SD	SDoCR and SD	SDoCR and SD	SDoCR, SD and CM
Use of Reserves (in line with intended use)	CLT	CLT	CLT	CM
Accountable body/3 rd party	SDoCR and SD	SDoCR and SD	SDoCR and SD	SDoCR, SD and CM
Special Allowances/Grants to Individuals	SD*	SD*	SD*	CM
Write off Stock / Equipment	SD	SDoCR	SDoCR	SDoCR
Write off Debt	SDoCR and SD	Cabinet	Cabinet	Cabinet

Abbreviations Key: SD - Strategic Director, SDoCR - Strategic Director of Corporate Resources, CLT - Corporate Leadership Team and CM - Cabinet Members.

* - in consultation with CM and SDoCR