

## Appendix 2: Phase 1 draft locations for free community

LLGA Community Programme Locations - Phase 1 - October 2013 - March 2014

Leeds Lets Get Active Community Programme WNW

Activity		BLOCK 1 Oct - Dec 2013	BLOCK 2 January - March 2014	BLOCK 3 April - June 2014	BLOCK 4 July - Sept 2014	BLOCK 5 October - Dec 2014	BLOCK 6 January - March 2015	Total number of 10 / 12 wk blocks
Family Activities	WNW 1	Burley Park	Little London, Blackman Lane MUGA					
	WNW 2							
DRAFT								
Complete beginners running	WNW 1	New Farnley Park	Armley Park					
	WNW 2							
	WNW 3							
Walking 4 Health	WNW 1	Woodhouse Moor Park	Hanover Square					
	WNW 2							
	WNW 3							

Leeds Lets Get Active Community Programme ENE

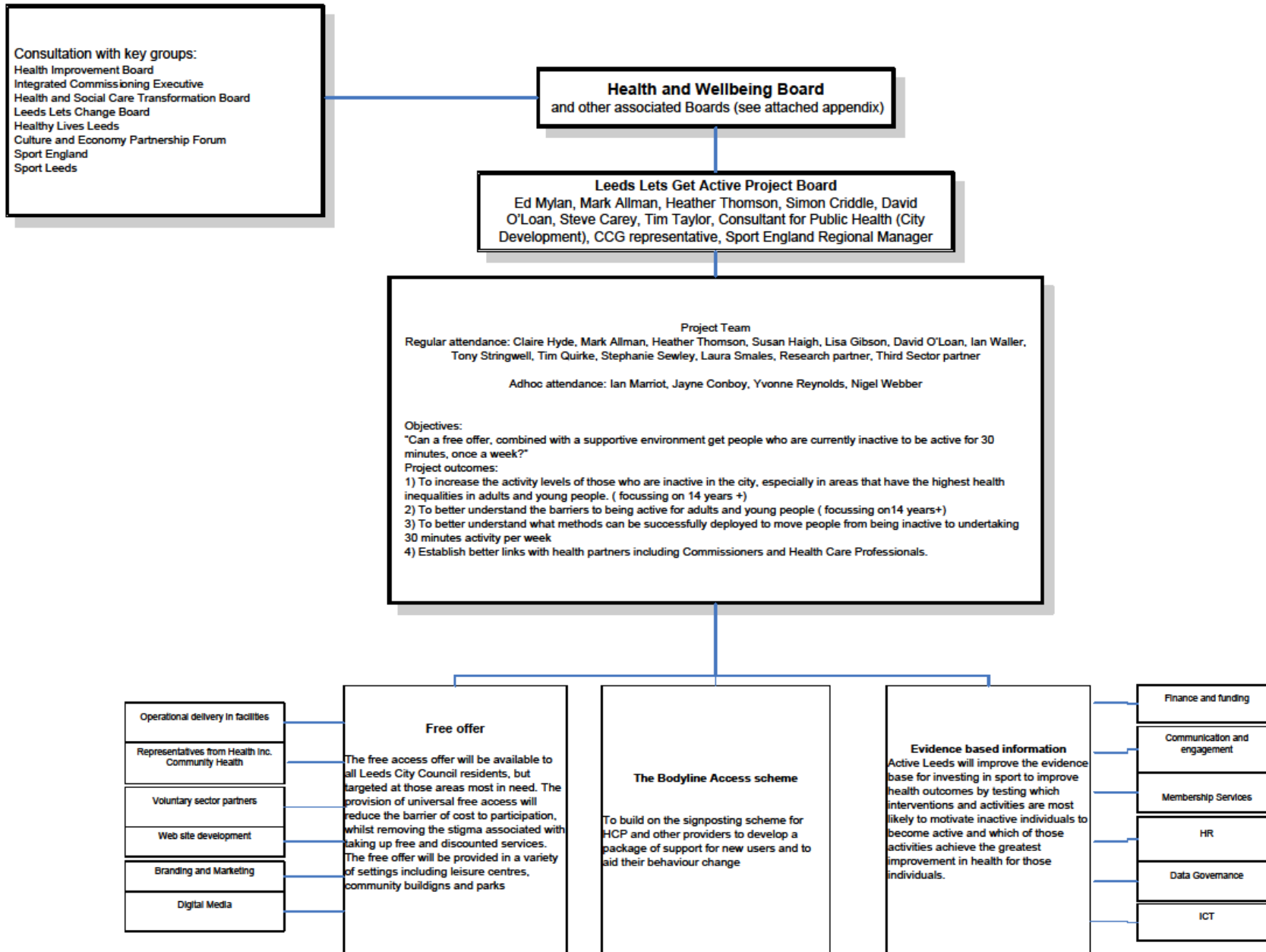
Activity		BLOCK 1 Oct - Dec 2013	BLOCK 2 January - March 2014	BLOCK 3 April - June 2014	BLOCK 4 July - Sept 2014	BLOCK 5 October - Dec 2014	BLOCK 6 January - March 2015	Total number of 10 / 12 wk blocks
Family Activities	ENE 1	Harehills- Comptons	Potternewton - Bracken Edge					
	ENE 2							
DRAFT								
Complete beginners running	ENE 1	Chapelton - Potternewton Park	Harehills Park					
	ENE 2							
	ENE 3							
Walking 4 Health	ENE 1	Meanwood 6 Estates	Burmatofts - (urban walk)					
	ENE 2							
	ENE 3							

Sessions awaiting final confirmation on 15th July.

Leeds Lets Get Active Community Programme S & C

Activity		BLOCK 1 Oct - Dec 2013	BLOCK 2 January - March 2014	BLOCK 3 April - June 2014	BLOCK 4 July - Sept 2014	BLOCK 5 October - Dec 2014	BLOCK 6 January - March 2015	Total number of 10 / 12 wk blocks
Family Activities	SCOE 1	Middleton Park	Neville Road playing fields					
	SCOE 2							
DRAFT								
Complete beginners running	SCOE 1	Cross Flats Park	South Leeds Hub (Belle Isle Wood / Pepper Rd Playing fields)					
	SCOE 2							
	SCOE 3							
Walking 4 Health	SCOE 1	Hunslet Club	Hamara					
	SCOE 2							
	SCOE 3							

# Appendix 3: LLGA Structure



## Appendix 4: The Project Organisation

### Terms of Reference for the Project Board

The Terms of Reference clarify the role of the Project Board, its membership and decision making arrangements.

The role of the Project Board is to:

- To oversee the approval, development and subsequent delivery of the health pilot
- The Project Board will have considerable responsibility for the successful delivery of all outputs and will sign off proposals at key stages in the development process.

The specific responsibilities of the Project Board are to:

- Approve the commencement of the project
- Specify the level of project assurance and to delegate the assurance role
- Provide overall guidance, direction and decision making for the project.
- To oversee the delivery of the project by monitoring progress, project costs and quality and ensuring that the project remains within agreed tolerances
- To authorise significant changes and variations to design, timescales and costs associated with the project
- To approve the timescale of the project, the key milestones and stages within the project and to grant approval to progress with each stage
- To ensure that the project achieves the goal and vision of the Council's original purpose for the project
- To work positively to achieve a consensus of agreement and where required to act as arbitrator and decision maker in the event that technical, design, operational and other issues cannot be satisfactorily resolved.
- Meet on a regular basis or at strategic points throughout the duration of the project.
- To promote the project within the Council, with outside agencies, partners and members of the public.

### Roles and Responsibilities

The **Project Board** is the ultimate authority for the project, provides overall direction and management of the project, is the decision-making authority for the project and is accountable for the overall success of the project.

The Project Board has particular responsibility for:

- Providing overall direction and management of the project, being accountable for the success of the project and having responsibility and authority for the overall project within the Programme Management remit.
- Approving all major plans and authorising any major deviation from agreed stage plans, including signing off the completion of each stage and authorising the start of the next stage.
- Sets the tolerance levels for time and cost that can be accepted without the need for an exception report
- Providing leadership and direction, by giving approvals and decisions to steer the progress and delivery of the project.
- Ensuring the required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies.
- Approving the project objectives and scope prior to any expenditure and ensuring the project stays on track.

- Communicating information about the project to the organisation and stakeholder groups including briefing Council members and chief officers on the progress of projects
- Authorising subsequent budget expenditure in line with the Project Plan, Stage Boundaries and Financial Forecast.
- Recommending and authorising future actions on the project, including premature closure or extensions to deadlines.
- Signing off any changes in the Project Plan, Business Case.
- Ensuring that a project is technically and financially compliant.
- Ensuring the project fits with the corporate objectives of the Council.
- Ensuring that the project meets organisational and operational expectations of Sport and Public Health
- Managing by exception. This can only be enabled if they are kept regularly informed and asked to make decisions at key points in the project.

The **Project Executive** is ultimately responsible for the project and for any management decisions that have to be taken. The Project Executives role is to ensure that the project remains focused on achieving its objectives and that the benefits can still be achieved. The Executive has to also ensure that the project provides value for money.

The Project Executive will chair Project Board meetings.

Each of the Project Board responsibilities listed above ultimately applies to the Project Executive.

**Overall responsibility:** *to be ultimately responsible for the project, supported by the Project Board.*

The **Senior User** represents the interests of those:

- who will use the products ultimately produced by the project
- for whom the products will achieve an objective
- who will use the products to deliver benefit
- who will be affected by the outcome of the project

**Overall responsibility:** *Responsible for the specification of User needs, user liaison with the project teams, the integrity of the desired outcome of the project and for monitoring that the solution will meet those needs within the constraints imposed upon the project.*

The **Senior Supplier** needs to achieve the results required by the Senior User. The Senior Supplier is responsible for the quality of all products delivered by the suppliers. Senior Suppliers also have to ensure that proposals for designing and developing the products are realistic.

**Overall responsibility:** *Representing the interests of those designing, developing, facilitating, procuring and implementing the project.*

The **Project Manager** is given the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Project Board. The Project manager shall manage, coordinate and control all aspects of the development from the time of appointment to completion. The Project Manager's prime responsibility is to ensure that the project produces the required products, to the required standard of quality and within the specified constraints of time, resources, costs and risk and to ensure that the Project Board is made aware of any divergence from the project plan outside the tolerances agreed with the Project Board.

**Overall responsibility:** *to ensure that the project produces the required products, to the required standard of quality and within the specified constraints of time and cost.*

The **Project Team** are people required by the Project Manager to assist in the delivery of the project products, including any technical specialist skills required. These people are referred to as Work Stream Leaders. Typically the Work stream Leaders will be responsible for a specific specialist team.

Their prime responsibility is to ensure that the products required from them are produced to the required standard of quality and within the specified constraints of time and cost. They should also ensure that where their product may affect another Leaders product, close liaison is maintained at all times. The Work Stream Leaders report to the Project Manager.

**Overall responsibility:** *to ensure production of those products defined by the project manager to an appropriate quality, in a timescale and at a cost acceptable to the Project Manager and Project Board.*

## Project Board

Name	Title	Role
Ed Mylan	Chief Officer, Resources and Strategy, Leeds City Council	Project Executive
Mark Allman	Head of Service for Sport, Leeds City Council	Senior Supplier and User for Sport
Heather Thomson	Head of Health Improvement Strategy and Commissioning Directorate	Senior Supplier and User for Public Health
Consultant for Public Health	Consultant for Public Health, City Development	Health lead
Steven Carey	Chief Officer for Revenues and Benefits	Benefits lead
Simon Criddle	Head of Finance, Resources	Representative from City Development
David O'Loan	Acting Business Manager, Sport, Leeds City Council	Representative from Sport Finance
Clinical Commissioning representative/GP representative		Representative from the Commissioning Group and GP services
Tim Taylor	Health and Wellbeing Improvement Manager, Leeds City Council	Representative from Health Improvement
Sport England Area Manager	Sport England Area Manager	Representing funding body

## Other attendees at the Board

Name	Title	Role
Susan Haigh	Active Lifestyles Manager, Leeds City Council	Team lead for Sport (Lifestyles)
Lisa Gibson	Health Improvement Specialist	Team lead for Public health
Ian Waller	Sport Operations Manager	Team lead for operational delivery within facilities
Claire Hyde	Senior Project Manager	Project Manager
Jim McKenna	Professor of Physical Activity and Health	Lead on research

## Project Team

Name	Title	Role	Attendance at project team
Claire Hyde	Senior Project Manager	Project Manager	Regular
Mark Allman	Head of Sport	Senior Supplier and User for Sport	Regular
Heather Thompson	Head of Health Improvement	Senior Supplier and User for Public Health	Regular
Susan Haigh	Active Lifestyles Manager	Representative for Sport and work stream lead for the free offer	Regular
Lisa Gibson	Health Improvement Specialist (Loc Gov)	Representative for Public Health and work stream lead for the Bodyline Access Scheme	Regular
Research Partner	Research lead	Work stream lead for research	Regular
Ian Waller	Sport Operations Manager	Team lead on operational delivery within facilities	Regular
Tony Stringwell	Senior Project Manager	Team lead for Parks	Regular
To be nominated		Voluntary Sector partners	Regular
To be nominated		Representatives from Community Health	Regular
Tim Quirke	Head of Marketing	Work stream lead for marketing	Regular
Stephanie Sewley	Marketing Officer	Work steam lead on web site development lead and interface with Leeds lets change website	Regular
Laura Smales	Digital Information Officer	Lead for Digital Information	Regular
David O'Loan	Acting Business Manager	Work stream lead for finance and funding	Regular
Tim Quirke	Head of Marketing	Work stream lead on communication and engagement	Regular
Nigel Webber	Customer Development Manager	Work stream lead on memberships and data lead	As and when required
David O'Loan	As above	Work steam lead on Equalities	Regular
Yvonne Reynolds	HR Manager	Work stream on HR	As and when required
Jayne Conboy	Head of Administration	Work stream lead on data governance	As and when required
Ian Marriot	IT Manager	Work steam lead on ICT	As and when required