

# **Crawley Growth Programme**

## **Station Gateway (Phase 1)**

### **Terms of Reference**

#### **September 2023**

##### **1. Purpose**

- 1.1 To provide management oversight of Station Gateway (Phase 1) as part of the Crawley Growth Programme.
- 1.2 The Station Gateway (Phase 1) Project Board is responsible for defining the project scope, and ensuring the project is delivered to time and budget, and to manage risks and issues as they arise.
- 1.3 Station Gateway (Phase 1) Project Board will report to the Crawley Programme Delivery Team, who will oversee the Growth Programme and report to the Crawley Growth Board, which is chaired by the Chief Executive of Crawley Borough Council.
- 1.4 The Station Gateway (Phase 1) Steering Group will be responsible for guiding the overall strategic direction of the project and ensuring that key stakeholders are fully informed and engaged with the scheme.
- 1.5 Station Gateway (Phase 1) Steering Group will report to the Project Board.
- 1.6 Membership of the Station Gateway (Phase 1) Steering Group, Project Board, Programme Delivery Team and Growth Board can be found in Appendix A.
- 1.7 A list of key stakeholders can be found in Appendix B

##### **2. Project Background and Scope**

- 2.1 In 2017, Crawley Borough Council, in partnership with West Sussex County Council, secured £14.7m Local Growth Funding from the Local Enterprise Partnership, to deliver the Crawley Growth Programme (CGP).
- 2.2 The CGP includes a funding allocation of £5.4m to deliver an improved bus station and public realm and connectivity enhancements.
- 2.3 Alongside this, £2m has been secured for via the Crawley Towns Fund for investment principally in above ground works.

## **Station Gateway (Phase 1) - Terms of Reference**

2.4 The project scope includes:

- Public realm and accessibility improvement to The Martlets (TBC), Friary Way and Haslett Avenue West
- Bus station improvements, including canopy structure(s) and a dedicated bus left-out lane onto Station Way
- Connectivity improvements for pedestrians and cyclists to encourage inter-modal interchange between the railway station, bus station and wider town centre
- Futureproofing for potential 'Phase 2' infrastructure works

### **3. Aims and Objectives**

3.1 The Steering Group's aims and objectives are as follows:

- Providing a strategic steer
- Establishing key project activities and stakeholder requirements
- Ensure liaison and engagement with other project boards and key stakeholders.
- Reporting to the Project Board

3.2 The Project Board's aims and objectives are as follows:

- Defining the project scope and budget
- Establishing and managing key project activities
- Identifying and mitigating operational risks
- Ensuring the project and associated activities are delivered to time and budget
- Providing a steer to the project team, meeting reporting requirements and co-ordinating activities in accordance with the governance and communication protocols for the Crawley Growth Programme.
- Monitoring quality outputs and constraints
- Define and realise project benefits
- Ensuring the project is adequately resourced
- Monitoring and accounting for any external funding relating to the project
- Ensure liaison and engagement with other project boards and key stakeholders.
- Reporting to the Crawley Programme Delivery Team

## **Station Gateway (Phase 1) - Terms of Reference**

### **4. Conduct of Meetings**

- a. Project Board meetings will be chaired by the Project Sponsor, and in their absence, a chair will be appointed from those in attendance.
- b. Members of the Station Gateway (Phase 1) Project Board should have the authority of their respective organisations to make decisions or to ensure that decisions are followed through within the respective organisations.
- c. Membership can be found at Appendix A. It is noted that some members will only attend if there is an item relevant to their area.
- d. Observers and wider team members may be invited to attend the Station Gateway (Phase 1) Project Board, and at the Chair's discretion and invitation, comment on and contribute to any deliberations at meetings.
- e. Membership of the Project Board shall always conduct themselves in a manner consistent with the Codes of Conduct for Local Government Service.
- f. Representatives of the Project Board should nominate a substitute to attend if they are unavailable and the substitute should be of equal seniority and can fully represent or advise on relevant issues.
- g. The Station Gateway (Phase 1) Project Board will meet every six weeks, or as required, enabling progress reports to feed through to meetings such as the Crawley Growth Board.
- h. The Station Gateway (Phase 1) Steering Group will meet every three months, or as required.
- i. The Action Points from each meeting will be recorded by the Project Director and will be circulated within 5 working days after the meeting. Members will receive all paperwork at least 2 days prior to the meeting.
- j. In exceptional circumstances, and at the Chair's discretion, emergency or late items may be tabled.

### **5. Documents to be discussed**

- a. The following documents will be considered at meetings:
  - i. Project highlight report.
  - ii. Overall progress against milestones
  - iii. Risk register (showing tolerances that are red and amber)
  - iv. Any issues that need to be escalated
  - v. Finance and resources
  - vi. Communication plan

## **Station Gateway (Phase 1) - Terms of Reference**

### **6. Agendas**

- a. The agenda and all relevant papers will be circulated a minimum of 2 days prior to the meeting as far as is possible and any papers submitted after this period will only be discussed at the discretion of the chair.
- b. Due to the nature of some of the items that may be discussed at this meeting, the Council's rules around public and confidential information shall be in place at all times.

### **7. Approval**

- a. These Terms of Reference are to be agreed by the Project Board and will be reviewed on an annual basis.

## Station Gateway (Phase 1) - Terms of Reference

### APPENDIX A

#### Station Gateway (Phase 1) Project Board Membership

Name	Job Title	Organisation
Clem Smith	Head of Economy & Planning ( <i>Project Sponsor</i> )	CBC
Lynn Hainge	Economic Regeneration Manager ( <i>Project Director</i> )	CBC
Joseph Carey	Town Centre Manager and Regeneration Officer ( <i>Client Project Manager</i> )	CBC
Mary Gaskins	Senior Finance Business Partner	CBC
Nigel Tidy	Towns Fund Programme Manager	CBC
Lisa Venn	Built Environment Manager	CBC
Colin Eves	Construction Project Manager	CBC
Dipo Lafinhan	Growth Programme Delivery Manager ( <i>West Sussex CC Representative</i> )	WSCC
<b><i>Optional / as and when required members:</i></b>		
Kevin Dillon	Urban Design Officer	CBC
TBC	Sustainability Manager	CBC
Rhys Hutchings	Associate Director ( <i>CBC Partner</i> )	Project Centre
Geoff Waller	Technical Director ( <i>CBC Partner</i> )	Project Centre

#### Station Gateway (Phase 1) Steering Group Membership

Name	Job Title	Organisation
Councillor Atif Nawaz	Cabinet Member for Planning & Economic Development & Portfolio Holder	CBC
Clem Smith	Head of Economy & Planning ( <i>Project Sponsor</i> )	CBC
Lynn Hainge	Economic Regeneration Manager ( <i>Project Director</i> )	CBC
Joseph Carey	Town Centre Manager and Regeneration Officer ( <i>Client Project Manager</i> )	CBC
Colin Eves	Construction Project Manager	CBC
Wendy Bell	Town Centre BID Manager	CBC
Nick Hill	Commercial Director	Metrobus
Simon Cuckow	County Mall Manager	County Mall
<b><i>Optional / as and when required members:</i></b>		
Adam Wicking	Community Development Officer ( <i>Community Services Representative</i> )	CBC
TBC	Sustainability Manager	CBC
Surinder Arora	Chairman	Arora Group

## Station Gateway (Phase 1) - Terms of Reference

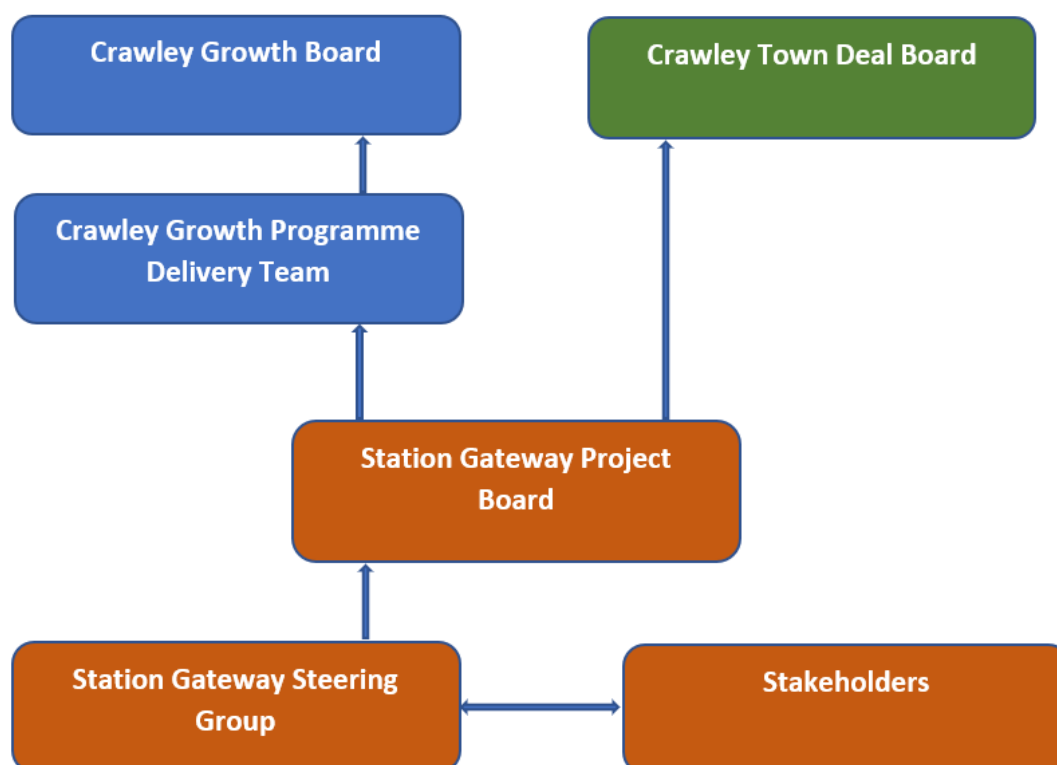
### Programme Delivery Team Membership

Name	Job Title	Organisation
Clem Smith	Head of Economy & Planning	CBC
Lynn Hainge	Economic Regeneration Manager	CBC
Mandy Smith	Regeneration Programme Officer	CBC
Nick Burrell	Strategic Manager ( <i>OPE and Growth</i> )	WSCC
Dipo Lafinhan	Growth Programme Delivery Manager	WSCC

### Crawley Growth Board Membership

Name	Job Title	Organisation
Ian Duke	Interim Chief Executive	CBC
Clem Smith	Head of Economy & Planning	CBC
Lynn Hainge	Economic Regeneration Manager	CBC
Mandy Smith	Regeneration Programme Officer	CBC
Lee Harris	Executive Director	WSCC
Nick Burrell	Strategic Manager ( <i>OPE and Growth</i> )	WSCC
Dipo Lafinhan	Growth Programme Delivery Manager	WSCC

### Project Structure



## Station Gateway (Phase 1) - Terms of Reference

### APPENDIX B

#### Key Stakeholders

- Metrobus
- CBC Cycle and Walking Forum
- Taxi Licensing Manager
- Market Manager
- CBC Development Management
- CBC Urban Designer
- CBC Neighbourhood Services (Town Centre Patch Manager)
- County Mall
- WSCC Highways (Inc Enerveo)
- Arora Group
- Network Rail
- Govia Thameslink Railway (GTR)
- Emergency Services
- Town Centre Business Improvement District
- Crawley Town Access Group
- Sussex Police
- Safer Crawley Partnership
- Crawley & Gatwick Business Watch
- Retail units (landlords and leaseholders) on Haslett Avenue West and The Martlets

**This improvement project is bought to you by the Crawley Growth Programme**

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 CRAWLEY

 WEST SUSSEX COUNTY COUNCIL

 HARROW ROYAL TRANSPORT SERVICES

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