

## **St Helena Airport Programme Board**

### **Terms of Reference**

#### **1. Background**

1.1. The St Helena Airport Programme aims to establish unsubsidised air services to the island of St Helena, providing access for island residents to meet the requirements of UN Charter Article 73, and promoting tourism and economic development on the island to facilitate progress towards financial self-sustainability.

1.2. To achieve this the programme comprises four projects, namely:-

*Construction and operation of an airport at Prosperous Bay Plain; which includes the following activities:*

- construction of the runway, terminal and auxiliary features;
- airport certification (including disaster management, rescue and fire fighting services)
- airport management agency,
- haul road
- Rupert's Bay Wharf

*Establishment of air services from a recognised international hub; which includes the following activities*

- Wideawake diversionary rights,
- inter government air service agreements,
- unsubsidised air service
- flight information regions

*Provision of fuel management services to provided aviation fuel to the airport and ground fuels to the island; which includes the following activities*

- procurement of a fuel management contractor,
- changes to the St Helena Fuel Management Agency (regulating body).

*Support to the St Helena Government in putting in place the necessary enabling environment for tourism and economic development; which includes the following activities.*

- Grow the local private sector
- Open up the economy to attract foreign investment
- Target training and reskill the workforce in industries tourists will use
- Develop and market tourist offerings
- Reach out to diaspora to encourage the return of Saints
- Reverse the outward migration from the Island

- Provide loan and equity finance to local business
- Modernise the Public Sector and release of staff for private sector initiatives.

## **2. Role and responsibilities**

- 2.1. The Senior Responsible Owner (SRO) is accountable for delivery of the programme. The individual members of the Programme Board are there to support the SRO and drive the programme forward to deliver the outcomes and benefits as stated in the Business Case. Each Board Member will be accountable to the SRO for their area for responsibility.
- 2.2. The Programme Board will ensure all projects and programme activities are delivered on time, within approved budget and within agreed quality specifications, and that risks and issues are managed effectively.
- 2.3. The Board will provide both direction and challenge to the project teams and suppliers/contractors.
- 2.4. The Board represents the higher level interests of DFID, the people of St Helena, and contractors engaged in the programme.

## **3. Membership**

3.1. The Programme Board will have the following full members:

- Director of ASCOT - Chair and Senior Responsible Owner DFID
- Non-Executive Board Member
- FCO Director of Overseas Territories
- The Governor of Saint Helena, Ascension and Tristan da Cunha
- Chief Secretary, St Helena Government - Senior User
- Chief Executive, Enterprise St Helena
- Basil Read -Lead Supplier for the Airport Construction (Part B only)
- Head of Profession, Procurement DFID
- Director, Value for Money DFID

3.2. The Board will be supported by Principal Leads from DFID, St Helena Government and Basil Read. The following will be required to attend Board meetings

- Project Manager St Helena Airport DFID
- Director, Basil Read (Pty) Ltd (Senior Supplier)
- Airport Director, St Helena Government
- Private Sector Development Adviser DFID
- Enterprise St Helena Deputy Head

3.3. To ensure Principal Leads are fully briefed, it is recommended they should consult or seek updates from the following before attending meetings – this is not an exhaustive list.

*Airport Construction*

- Head of Project Management Unit Halcrow

*Air Service Provider*

- Tourism Director, St Helena Government
- Airline representative (when appointed)

*Bulk Fuel Management*

- Financial Secretary, St Helena Government
- Fuel Management Contractor representative (when appointed)

*Tourism and wider development*

- Chief Executive Enterprise St Helena
- Tourism Director, St Helena Government

3.4. The DFID St Helena Airport Deputy Project Manager will provide Secretariat to the Board.

#### **4. Ways of Working**

4.1. The Programme Board covers the full breadth of the St Helena Airport Programme as set out above. It is not proposed to have separate project level boards for each of the projects.

4.2. The Board is not a committee. Responsibility for decisions lies solely with the SRO, who may take advice from other Project Board members.

4.3. The Board will meet every 2 months. The frequency will be reviewed by the SRO.

4.4. All papers will be taken as read by the Board. The chair may request a short introduction to set the scene, however there will be no presentation of the papers.

4.5. The meeting will be in two parts. Part A will cover air service provision, fuel management and wider tourism development and will be open to DFID and members of the St Helena Government. Part B will cover Airport Design, Build and Operate contract related matters and will include Basil Read.

4.6. From time to time, it may be necessary to call emergency, ad-hoc meetings or to deal with decisions via correspondence. Board members are asked to be as responsive as possible in these circumstances.

4.7. At the meeting the Board will focus its attention on Programme Risks that are marked Red, Red/Amber or marked as increasing. The Board Members will review

all Risks prior to the meeting to ensure they agree with the content and ratings provided by the DFID Project Team

- 4.8. Major programme issues will be escalated to Board level as soon as they arise. The Board will not expect a full analysis of an issue on its initial escalation, but will expect to agree an action plan to provide that analysis.
- 4.9. The Board will focus on making timely decisions based upon the information provided. This information must be of an appropriate level of detail and clarity.
- 4.10. Project Board members must be suitably empowered and able to make decisions and commit resources from their business area.
- 4.11. Members can nominate suitably empowered alternates to attend Boards in the event of their absence. This must be agreed in advance with the SRO.
- 4.12. Additional attendees may be invited when particular issues are under consideration and they need to report on progress or answer questions
- 4.13. Projects within the Programme will use PRINCE2 (where appropriate) which works on the basis of Management by Exception.
- 4.14. There is a presumption that Board papers are open to scrutiny from DFID staff and employees of the St Helena Government. The Board reserves the right to restrict certain papers should this be justified, particularly where they could prejudice the commercial position in regard to suppliers.
- 4.15. There is a presumption that Boards are open to observers. Arrangements for this can be made through the Secretariat. The SRO reserves the right to 'close' certain agenda items should this be justified.
- 4.16. The Secretariat is responsible for circulating board papers one week prior to the Project Board meeting. Minutes and an action list will be produced and circulated to all members and attendees within 1 week of the meeting – subject to receiving the necessary approvals. All suggested amendments to the minutes should be sent to the Secretariat.
- 4.17. Board Members and Principal Leads can table papers or request items are added to the agenda via the secretariat at any time. To ensure papers can be released on time requests should be made no later than 2 weeks before the meeting.