

Agenda Item 4(a)i

Stafford Regeneration Programmes Governance and Resourcing

Committee:	Cabinet
Date of Meeting:	14 October 2026
Report of:	Deputy Chief Executive - Resources (S151) and Deputy Chief Executive - Place
Portfolio:	Town Centre Regeneration Economic Development and Planning

1 Purpose of Report

- 1.1 To update Cabinet on the refreshed governance arrangements for the Stafford Town Centre Regeneration Programme and the Stafford Station Gateway Regeneration Programme the resourcing approach required to support the next phases of delivery.

2 Recommendations

- 2.1 That Cabinet approve the refreshed governance arrangements as set out in section 5 and **APPENDIX 1**.
- 2.2 That authority to procure an end to end provider for the regeneration programmes is delegated jointly to the two Senior Responsible Officers (SRO's) i.e. the Deputy Chief Executive - Resources (S151) and Deputy Chief Executive - Place (budget provision of £200k agreed in final accounts report at Cabinet 17 September 2026).

Reasons for Recommendations

- 2.3 The Stafford Town Centre Regeneration Programme governance arrangements were reported to full Council in February 2021 and the governance arrangements for the Stafford Station Gateway Regeneration Programme were approved by Cabinet in June 2024. As the programmes move into the delivery phase the governance structure for both and associated approvals and assurance processes have been refreshed to reflect the nature of the emerging workstreams.

- 2.4 The external professional support is needed to ensure that the Council has the resources and capacity to move the programme forward.

Key Issues

- 3.1 As the Stafford Town Centre and Station Gateway regeneration programmes are progressing to the next phase of delivery, it is appropriate to review the governance arrangements and the terms of reference of the various boards/groups. The proposed arrangements are set out in **APPENDIX 1**.
- 3.2 Progression of the regeneration proposals for Stafford Town Centre and Stafford Station Gateway are dependent upon having the appropriate resource available to deliver them. Following Cabinet's resolution in April 2026 to approve the Stafford Town Centre Development Framework and commence a formal development partner selection process for the Town Centre, it is critical that a suitably qualified and experienced team of commercial, legal, financial and programme support can be mobilised at pace. Similarly, with the acquisition of land within the Gateway site nearing completion, the adopted Strategic Regeneration Framework (SRF) also moves into the delivery phase.
- 3.3 At present, whilst programme management and commercial support are in place, the scale and complexity of the programme and increasing pressure on internal support services requires a co-ordinated multi-disciplinary support model to add capacity and increase pace and flexibility. It is intended to procure an end to end provider to support delivery of the next phase of the agreed regeneration programmes. The outline specification for this work is set out in **APPENDIX 2**.

3 Relationship to Corporate Priorities

- 4.1 Both programmes support delivery of the following priorities within the Council's Corporate Plan 2025-28:

- Prosperous Economy
- Communities and Wellbeing

The regeneration programmes are addressing longstanding issues around deliverability that could otherwise continue to deter investment in Stafford.

Redevelopment opportunities offer the potential for a variety of uses that can support both the local economy and the deliver both market and affordable housing.

- 4.2 The Programme is consistent with the development strategy as set out in the adopted Local Plan, the Plan for Stafford Borough 2011-2031.

4 Report Detail

- 5.1 On 9 April 2026 Cabinet resolved to approve the Stafford Town Centre Development Framework which identifies development areas within Council ownership that can now move into a formal developer selection process. To progress this Cabinet resolved to use a procurement framework as the vehicle to appoint a development partner(s).
- 5.2 The Council is also progressing the Stafford Station Gateway Regeneration Programme (joint programme with Staffordshire County Council) which has benefitted from £20m of Local Regeneration Fund (LRF) grant funding to support remediation of brownfield sites to create the opportunity for a major residential led, mixed use development adjacent to the railway station. The Council is in the latter stages of acquiring a piece of land that enables the Council to maximise the deliverability of proposals within the SRF.

Programme Governance

- 5.4 Recognising that the nature of the regeneration programmes has evolved and that the services provided by the existing professional team will become broader, the governance structure that has been in place for the programme since its inception in 2021 has been reviewed. This is to ensure that as the workstreams develop, the associated decision making, reporting structures and risk management arrangements are clear and that responsibilities and accountabilities are understood.
- 5.5 To ensure effective programme management, clear decision making and co-ordinated delivery across the regeneration programmes, a refreshed 4-tier governance framework has been designed by officers, as set out in **APPENDIX 1**. This structure sets out clear roles, responsibilities and reporting arrangements across the programme, including formal sign-off gateways across all constituent projects.
- 5.6 The governance framework is based on the principles of the RACI (Responsible, Accountable, Consulted, Informed) matrix applied across the four governance tiers, with detailed terms of reference set out in **APPENDIX 1**.
- **Tier 1: Strategic Board (Responsible)** - Chaired by the Chief Executive. Responsible for high-level vision, reviewing any changes to project scope prior to Cabinet consideration, capital funding recommendations for approval. Key delegations include providing strategic direction on Masterplan and Development Framework visions, oversight of programme delivery, oversight of strategic acquisitions with key decisions escalated to Cabinet and Council in line with the Council's constitution and financial regulations. The Board will act as the key

decision point should there be a need to consider whether to abort either scheme.

- **Tier 2: Executive Delivery Board (Accountable)** - Chaired by the Senior Responsible Officer (SRO) for the programme/project. Responsible for co-ordinating project delivery activity, sign off of Project Initiation Documents (PIDs) and associated project plans, validation of project scope, budget control, strategic risk monitoring, ensuring cross partner co-ordination, stakeholder relations, developer selection process decisions, review of business cases and consideration of project budget variations between £100,001 and £300,000 within delegated budget permissions and scheme budget from Council. Approval for any budget variation will be signed off by the appropriate SRO in consultation with the S151 Officer or in the case of the Station Gateway project, the Deputy S151 Officer.
- **Tier 3: Operational Working and Delivery (Consulted)** - Chaired by the Economic Development and Regeneration Manager. Responsible for day-to-day implementation, procurement preparation and delivery and contract management, design review, change control, operational risk identification, mitigation, monitoring and escalation. Key delegations include external consultant commissioning, vacant possession negotiations, demolition appointments, and consideration of budget variations up to £100,000 (within the overall scheme budget) in line with the Council's financial and procurement regulations. Approval for any budget variation will be signed off by the appropriate SRO.
- **Tier 4: Community and Advisory (Informed Subgroup)** - Comprising residents, local ward members, local businesses, and community stakeholders. Provides community engagement and consultation to inform regeneration proposals and concepts.

Role and Duties of the Senior Responsible Officer (SRO)

5.7 The designated SRO will have delegated authority to take all steps necessary to deliver the programme within the parameters of their delegations. They will provide programme leadership and oversight for agreed regeneration programmes and be accountable for their successful delivery. The SRO will be the designated Chair of the Tier 2 Executive Delivery Board. The core duties of the SRO include:

- Owning the integrity of the business cases and ensuring the programme meets its strategic objectives, funding conditions, and milestone deadlines.

- Monitoring total programme expenditure, ensuring that programme expenditure is monitored and escalated in line with agreed delegations, budgets and the Council's financial regulations and approving budget variations below the Tier 1 threshold.
- Leading the identification, recording, and active mitigation of strategic risks, ensuring that working groups actively engage with risk-reporting mechanisms.
- Ensuring attendance at working groups, that information is systematically disseminated as needed and protecting the integrity of the governance structure.
- Overseeing all external consultant interactions, ensuring that all instructions flow exclusively through the Economic Development and Regeneration Team, ensuring consultant commissions follow the Council's procurement regulations and processes.

Statutory Officers Gateway Sign-Off Protocol

- 5.8 A key control within the governance framework will be mandatory authorisations by the Statutory Officers at key gateways in the project. This will ensure legal and financial compliance and prevent unauthorised variations before any report progresses to Cabinet. Statutory Officers will provide assurance at key gateway points associated with Cabinet reports and associated delegations and approved project scope/milestones. Gateway reviews will support compliance with legal, financial and governance requirements.

Resourcing/End to end service provider

- 5.9 The resourcing requirement of the regeneration projects has steadily increased in scale, scope and complexity. To successfully complete the projects underway the Economic Development and Regeneration Team will require significantly more support than they have had to date. Provision has been made in the outturn report of £200k which can be used to fund the initial scoping and award of a contract to an end to end service provider to deliver this required support. The intention is to appoint a multi disciplinary firm to deliver clearly defined goals and performance criteria to enable the delivery of the schemes throughout the entire process. An appointment of this nature will provide capacity, expertise and resilience. A further report may be required should the current budgeted amounts be insufficient to fund the contract.

- 5.11 A procurement process is underway to support the appointment of an integrated or end-to-end delivery model. The required support is anticipated to include (but is not limited to) the following areas:
- (i) Multi-disciplinary legal resource required throughout all next stages, including but not limited to commercial, contract, land/conveyancing, local government/public, subsidy control, and all legal advice and support necessary to advise on, draft and conclude agreements, including with partners to ensure all sites are ready for development once the new end to end service provider is appointed.
 - (ii) Support for the Council Communications team to engage with the public.
 - (iii) Support for the Finance team, including investment strategy, financial modelling and due diligence, regulatory and accounting requirements.
 - (iv) Planning/Design Codes and other associated work as required and as part of the procurement specification and partner(s) selection process.
 - (v) Consultancy support where required, on wider economic impact assessment and evaluation, including benefit cost ratio (other recognised metrics) as part of the partner and delivery selection process.
- 5.12 **APPENDIX 2** details a framework to support the award of the contract. The SRO will have overall responsibility for management of the end to end delivery provider with the support of the Economic Development and Regeneration Manager.

6. Implications

6.1 Financial

The report sets out a proposed framework for governance and decision making. For the procurement an initial budget of £200k as set out in paragraph 5.9 has been set aside. This amount was approved at Cabinet on the 17 September 2026 as part of the final accounts report. Budget variations have been set out for approval at differing levels within the tiers, however it should be noted that these will need to be contained within the overall budget set for the scheme and if further funding is required this will need to be the subject of a further Cabinet report.

6.2 Legal

Delivery of projects within the approved capital programme is an executive function. Cabinet can grant permission to spend the sums within a capital scheme and delegate responsibility to officers to deliver projects. The governance framework provides an assurance mechanism to ensure that

officers taking decisions do so lawfully, accountably, in accordance with the approved scheme and project plans, and with appropriate professional input.

6.3 Human Resources

None

6.4 Risk Management

A failure to allocate sufficient resource to support the Council through the next phase of the programme will impact on the Council's ability to deliver the regeneration programmes and will place significant additional pressure on support services. Making a commitment to appoint a broader multidisciplinary professional team addresses concerns about internal capacity and resilience and removes the need for repeated requests for additional revenue funding.

The risks will change as we move into the next phase and the project risk register will be continually reviewed and updated to reflect this. All risks will be monitored and reported in line with the proposed new Governance Framework.

The Risk Management Register will be a core standing agenda item, at all tiers of the Governance Framework. Risk will be formally discussed, documented and relevant mitigation measures put in place at all times, to reduce the risk to the minimal level possible. Detailed risk registers will be maintained throughout and shared.

As part of the development selection process risk will be fully assessed, tested and mitigated by the Council. Risk (and management of risk) will ultimately be reflected in legal/contractual agreements to be entered into.

The Council will also look to mitigate risk throughout the commercial negotiation process as part of the next stages of the selection and development process. As above, full detailed risk registers will be constantly monitored and evaluated and reported into the Governance Framework. This will continue throughout the entire process, feeding into any final reports to go back to Cabinet, with recommendations for decision.

6.5 Equalities and Diversity

Equalities and Diversity impacts will be assessed in further detail as part of the procurement process and the proposals to be received during the partner(s) selection process. In addition, full Equality Impact Assessments will also be undertaken by the Council, particularly if any subsequent delivery proposals include the direct role and involvement of the Council.

6.6 Health

Health impacts will be further assessed in detail as part of proposals to be received during the partner(s) selection process. It is envisaged that the large

scale mixed-use development opportunity relating to the two programmes, will bring significant health, leisure and other benefits.

6.7 Climate Change

Climate change and environmental impact will be a key consideration and cornerstone assessment throughout the partner(s) selection process, as with future business cases to come back to Cabinet. Design, energy and ecological impacts will be reviewed and the long term sustainability of Stafford. The Council will ensure that it seeks the highest quality proposals from the market and through all subsequent development and delivery.

7 Appendices

Appendix 1: Programme Governance Framework

Appendix 2: End to end service provider procurement and management framework

8 Previous Consideration

Cabinet 9 April 2026, minute CAB71

Cabinet 6 June 2024, minute CAB4

9 Background Papers

None relating to this report.

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Ward Interest:

Report Track: Cabinet 14 October 2026 (Only)

Key Decision: No

Appendix 1

Governance Framework

1. Overview of Governance Framework

- 1.1 This document formalises the Terms of Reference (ToR) across the four distinct governance tiers driving Stafford's regeneration programmes. The framework applies RACI principles (Responsible, Accountable, Consulted, Informed) to provide clarity on roles, responsibilities and reporting arrangements across the programmes. This framework establishes clear boundaries of operational control, spending tolerances, risk ownership, and communication streams. The structure supports effective programme management, co-ordinated decision making, risk management, financial control and timely delivery. The project will use standard project management practices and Internal Audit will undertake regular reviews to ensure compliance with the governance framework to enable strong quality assurance.

1.2 The RACI Model

Role	Letter	Meaning	Tier / Example
Responsible	R	Responsible for high-level outcomes and alignment with programme objectives	Tier 1/The Board
Accountable	A	The role accountable for ensuring delivery of programme objectives/outcomes,	Tier 2/Senior Responsible Officer
Consulted	C	Key stakeholders whose input informs decision making.	Tier 3 e.g. Legal team reviewing contract terms
Informed	I	Stakeholders kept updated on progress or decisions	Tier 4 e.g. Chamber of Commerce

2. Tier 1: Strategic and Political Board

2.1 Core Purpose and RACI Status

The Tier 1 Board provides strategic oversight and leadership for the portfolio of regeneration programmes. In the overarching RACI matrix, Tier 1 is designated as Responsible for strategic outcomes and alignment with programmes objectives. The Board will act as the key decision point should there be a need to consider whether to abort either scheme.

2.2 Chairpersonship and Composition

Chair: Chief Executive (SBC)

Core Membership:

- Leader of the Council,
- Cabinet Portfolio Holder for Economic Development and Planning or,
- Cabinet Portfolio Holder for Town Centre Regeneration
- Cabinet Portfolio Holder for Resources,
- Section 151 Officer,
- Monitoring Officer,
- Senior Responsible Officer(s)

2.3 Scope of Authority and Delegations

- Capital Approvals: Reviewing capital updates and recommending adjustments to Cabinet and Full Council where required (e.g. capital purchase allocations). Considers programme budget variations exceeding £300,000 up to a limit of £500,000. Variations above £500,000 must be submitted to Cabinet and Full Council for consideration.
- Scope Variations: Reviewing proposed changes to the Stafford Town Centre Development Framework, Stafford Town Centre Masterplan or Stafford Station Gateway SRF before any recommendations are put forward to Cabinet
- Delivery Decisions: Approval of selection/appointment of delivery partner(s).
- Asset Oversight: Provide strategic oversight of major asset related decisions and recommending business cases to Cabinet.
- Escalation Boundary: Consider escalated issues from Tier 2 and determine solutions.

2.4 Operations and Meeting Frequency

- Frequency: Meets bi-monthly, with extraordinary sessions convened where required to support programme delivery.

- Decision-Making: Consensus required, ahead of formal decision making at Cabinet or Council.
- Reporting Channel: Directly feeds into Council and Cabinet in line with Council's Constitution.

3. Tier 2: Executive Delivery Board

3.1 Core Purpose and RACI Status

The Tier 2 Board co-ordinates programme delivery activity, monitors programme risks, supports effective cross-partner working budget monitoring/control. In the programme's RACI matrix, Tier 2 is Accountable for overseeing delivery progress and ensuring alignments with programme objectives/outcomes. Reports will be prepared by the SRO at the point of decisions being made to be presented and fed into Tier 1.

3.2 Chairpersonship and Composition

Chair: Senior Responsible Officer (SRO)

Core Membership:

- Deputy Chief Executive (Resources), when not SRO
- Deputy Chief Executive (Place) when not SRO
- Deputy S151 officer, when Deputy Chief Executive (Resources) is SRO
- Monitoring Officer
- Head of Economic Development and Planning/Economic Development and Regeneration Manager
- Communications Manager

3.3 Scope of Authority and Financial approvals

- Financial Oversight: Reviews programme budgets, considers programme budget variations exceeding £100,000 up to a limit of £300,000 prior to sign off by the SRO. Variations above £300,000 must be escalated to Tier 1.
- Strategic Clearances: Reviews specific business cases before statutory officer gateway sign-off and going to the strategic board for consideration and Cabinet/Council for final approval in line with the Council's Constitution.
- Delivery Decisions: Review procurement strategies and approaches, oversees procurement processes and selection of end to end delivery partner. Ensures effective delivery co-ordination with key partners.
- Meeting Frequency: Meets monthly with additional meetings convened where required.

- Risk Management: Reviews the Strategic Risk Register and monitors key programme risks, escalating to Tier 1 where required, actively assessing consequences of actions and impacts on other aspects of the project.

3.4 **Specific SRO Obligations and Disciplines**

The SRO is responsible for ensuring effective co-ordination and reporting across working groups and sub-groups, establishing and upholding working group discipline to ensure there are no reporting gaps. SRO duties include:

- Owning the integrity of the business cases and ensuring the programme meets its strategic objectives, funding conditions, and milestone deadlines.
- Monitoring total programme expenditure, ensuring that programme expenditure is monitored and escalated in line with agreed delegations, budgets and the Council's financial regulations and approving budget variations below the Tier 1 threshold.
- Leading the identification, recording, and active mitigation of strategic risks, ensuring that working groups actively engage with risk-reporting mechanisms.
- Ensuring attendance at working groups, that information is systematically disseminated as needed and protecting the integrity of the governance structure.
- Overseeing all external consultant interactions, ensuring that all instructions flow exclusively through the Economic Development and Regeneration Team, ensuring consultant commissions follow the Council's procurement regulations and processes.
- Information Flow: Ensuring that decisions and updates are communicated with relevant Heads of Service to then share with service managers as appropriate post any board meeting.

4. Tier 3: Operational Working Groups

4.1 Core Purpose and RACI Status

Tier 3 supports the day to day programme delivery, including procurement preparation, technical co-ordination and operational activity. Tier 3 holds a Consulted status within the Governance Framework serving as the “engine” of the programme. Reports will be prepared by the Economic Development and Regeneration Manager under the direction of the Head of Economic Development and Planning at the point of decisions being made to be presented and fed into Tier 2.

4.2 Chairpersonship and Composition

Chaired by: Economic Development and Regeneration Manager

Sub groups may be established by the Economic Development and Regeneration Manager to support specific workstreams. These workstreams will involve:

- Project Managers,
- Technical Specialists (for example Planning and Building Control),
- Assets Officers,
- Legal Advisers,
- Highways Partners (SCC),
- Finance
- Procurement
- Insurance

4.3 Scope of Authority and Change Control

- Financial oversight: Manages approved budgets and considers minor operational modifications and budget variations up to a maximum cap of £100,000 prior to sign off by the SRO. Any variations above this limit are escalated to Tier 2.
- Procurement: Supports procurement preparation, including drafting specifications, supporting procurement processes, evaluating proposals and escalating decisions to Tiers 1 and 2 as per Governance Framework.
- Land and Site Execution: Supports operational site activity, including co-ordination of vacant possession, demolition and utility works.

4.4 Enforced Reporting and Risk Tracking

- Risk Logs: Risk registers and logs will be updated weekly and monitored throughout with risks escalated to SRO/Tier 2 in line with the Governance Framework.
- Leadership Team briefing: Key updates must be shared with Heads of Service via Leadership Team.

5. Tier 4: Community and Advisory Subgroup

5.1 Core Purpose and RACI Status

Tier 4 serves as the forum for community engagement, stakeholder input and local consultation on agreed regeneration frameworks, masterplans and regeneration programmes. Tier 4 holds an Informed status within the framework.

5.2 Composition and Stakeholder Scope

Chaired/Convened by: Head of Economic Development and Planning.

Membership:

- Local Resident Associations,
- Town Centre Businesses,
- Chamber of Commerce,
- Community Transport Operators.
- Staffordshire County Council (SCC) Regeneration Leads
- Newcastle and Stafford Colleges Group (NSCG) Executive Representatives.
- Ward Councillors / SCC Divisional Councillors

5.3 Role and Consultation Limitations

- Scope of Input: provides feedback on design concepts and plans, public realm considerations and accessibility prior to formal procurement and development stages.
- Statutory Boundary: This operates outside of the statutory planning process. Tier 4 retains no decision making authority over commercial business cases, land acquisitions, capital budgets, or masterplan baselines.

5.4 Meeting frequency and Information Flow

- Frequency: As required by the programme.
- Reporting: Provides feedback and consultation summaries to Tier 3 for consideration and response.

6. Cross-Tier Control Mechanisms

6.1 Financial Variance Threshold Table

Governance Tier	Financial Variance Limits	Required Action / Sign-Off
Tier 3: Operational Working Groups	Up to £100,000 *	Operational recommendation for SRO Sign-Off.
Tier 2: Executive Delivery Board	£100,001 to £300,000 *	SRO Executive Approval; requires S151 or Deputy S151 sign off.
Tier 1: Strategic and Political Board	£300,001 to 500,000	Chief Executive/Cabinet Above £500k recommendation required for Full Council approval to update the Capital Programme.

* The financial variance limits are within the overall agreed scheme budget contained in the Capital programme

6.2 Gateway Approvals

As key decisions are to be made and progress between the governance tiers, Statutory Officers will provide assurance at key gateway points associated with Cabinet reports, major decisions and programme milestones. Gateway reviews will support compliance with legal, financial and governance requirements. The gateway approval will accompany the decision report so the tier reviewing the decision can have comfort that it has been reviewed by Statutory Officers appropriately.

The key gateways will be identified through programme planning and agreed through the Governance Framework.

6.3 **Strict Information Controls**

It's important that all consultancy commissions are made through the appropriate tier to maintain the integrity of the governance structure. Independent or parallel workstreams cannot be commissioned outside of the structure set out in section 4.

In acknowledgement of the requirement for formal confirmation of strategic decisions and variations the details discussed and shared within the tiers must remain confidential until approvals are in place. As such no information or instruction may be shared outside of the governance structure.

All groups must identify, review and update active risks prior to monthly review, which each risk log being proactively managed.

Appendix 2

End to end service provider procurement and management framework

1. Scope of the End-to-End Service Provider

The appointed End-to-End Service Provider ('the Provider') will operate as the primary delivery arm of the Council, reporting directly to the Tier 2 Executive Delivery Board via the Senior Responsible Officer (SRO). The comprehensive scope includes:

- **Pre-Development and Masterplanning:** Refining the Stafford Town Centre Masterplan and Stafford Station Gateway Strategic Regeneration Framework, finalising area parameters, and executing technical site capacity reviews for residential and commercial.
- **Design and Engineering :** Directing RIBA Stages 1-7 design, managing utility realignments (including Severn Trent pumping station easements and National Grid substations), and steering site remediation operations. This element includes the provision of statutory Planning and Building Control application support as part of the 'end to end' instruction.
- **Commercial Procurement and Delivery:** Packaging works contracts, structuring sub-developer selection tenders, undertaking robust value engineering, oversight of CDM and monitoring supply-chain performance. All procurements must be done in compliance with the Council's procurement regulations, including consultation with/the support of the County's Procurement Team, where applicable as well as utilising professional support where appropriate in consultation with internal council services. Support with bid appraisal as part of the selection process
- **Financial and Grant Management Support:** Maintaining open book accounting and reporting, aligning drawdowns against the Local Regeneration Fund (LRF) grant, and ensuring reporting models agreed with the Council's Finance Team before they award any contracts.
- **Asset and Property Management Services:** Overseeing temporary estate security, commercial property management across purchased units, vacant possession relocations, and interim business rates mitigation. Formal valuations, financial appraisal, service charges/ongoing charge calculations, other associated construction, delivery etc.
- **Social Value and Stakeholder Engagement:** Acting as the operational delivery bridge to the Tier 4 Community and Advisory group to enable localised social value targets, training initiatives, and public consultation pathways.

- **Legal** - multi-disciplinary that can provide end to end across all required disciplines (including but not limited to subsidy control, commercial, contract, construction, finance/tax, conveyancing).
- **Business Plans and Financial cases** - including on Market Hall investment
- **Project/Programme Management** - papers, reporting, risk logs, oversight, assist with governance reports and management of contractors/providers - needs to be reviewed with internal resources etc.

2. End-to-End Procurement Timeline

The appointment will follow a structured, public-procurement compliant route (e.g. tendering or a pre-vetted Public Sector Framework Agreement), guarantee value for money and comply with the UK Procurement Act. The end-to-end timeline consists of four definitive stages:

1. **Stage 1: Soft Market Testing and PQQ (Weeks 1-4):** Issuance of Prior Information Notices (PIN) to gauge market appetite
2. **Stage 2: ITT Issuance and Evaluation (Weeks 5-12):** Release of Invitation to Tender (ITT) documents outlining the full commercial specifications, draft contract terms, and scoring criteria. Evaluation weighted at 60% Quality (technical capability, risk management, past performance) and 40% Commercial (fee structures, overhead percentages, value-add matrices).
3. **Stage 3: Governance Review and Statutory Sign-Off (Weeks 13-14):** The evaluation panel routes the preferred provider report through the mandatory Statutory Officers Gateway (Monitoring Officer, Section 151 Officer, and Head of Paid Service) before final Tier 1 Executive and Cabinet approval.
4. **Stage 4: Contract Award and Mobilisation (Weeks 15-18):** Execution of a standstill period (where applicable), formal contract execution, and a structured 4-week mobilisation window including data transfer, risk register handover, and deployment of dedicated personnel to the Regeneration Programmes.

3. Key Performance Indicators (KPIs) and Service Levels

To protect Council funds and guarantee delivery pace, contract payments will be directly tied to a Performance Framework. Performance will be audited monthly by the Tier 3 Operational Working Group and verified quarterly by the SRO at Tier 2.

Performance Category	Key Performance Indicator (KPI)	Target Service Level	Contractual Remonstrance/ Remedy
Milestone Delivery	Adherence to the SRF, Stafford Town Centre Development Framework and Stafford Town Centre Masterplan across key development plots.	100% of critical milestones met within +/- 10 business days.	Persistent failure (>30 days delay) unlocks damages up to capped limits.
Budgetary Control	Cost variance between pre-construction estimates and actual contract awards.	Zero positive variance; variations must sit within the £100k Tier 3 threshold.	Provider must absorb unauthorised project cost overruns resulting from design omissions or flawed quantity surveying estimates.
Risk Management	Accuracy and active closing of operational and health and safety risks on the Tier 3 Registry.	100% of high-rated items reviewed weekly; 0 overdue actions >5 business days.	Unlocks formal contractual warnings; consecutive failures result in a 10% retention penalty on monthly service fee drawdowns.

4. Escalation and Governance Interface Protocol

The Provider does not possess independent spending authority or public delegation powers. To ensure absolute compliance with the Council's constitution, the following operational communication channels are legally mandated:

- **No Independent Directives:** The Provider is strictly barred from issuing parallel instructions or commitments to third-party consultants, utilities, or land owners without explicit, written endorsement from the Tier 3 lead.
- **Strict Modification Routings:** Any alteration to scope, material specification, or design layout generated by the Provider must be routed through the Tier 3 Operational Action Change Control Template (capped under £100,000) or escalated via the SRO to Tier 2 if thresholds are breached.

Information Integrity: The Provider must submit comprehensive performance packs 5 business days prior to scheduled board meetings, ensuring the council is fully informed for decision making.