

Heart of SW LEP CIC Board meeting

Paper 5.3

May 2018

Report title: Programme Management

Report theme: Board

Author: Chris Garcia

Purpose of the report

The LEP manages a very substantial pipeline in the order of £750m of investment. This paper summarises for Directors how this pipeline is managed and sets out the LEP's decision making process, including where the Board has delegated decisions to its Strategic Investment Panel and how programme management for funding schemes, such as Growth Deal and Growing Places Fund is delivered.

Recommendations

Board members confirms the arrangements set out in this paper

Background

The LEP's pipeline is made up of investments funded primarily through Growth Deal or Growing Places Funding.

Growth Deal

When Growth Deal was announced in July 2014 the HotSW LEP had an action from government to develop an implementation plan and set up processes to manage the funding allocated. These processes were formally developed and approved via the LEP's Assurance Framework which was in place by March 2015. Somerset County Council carry out the Accountable Body role for Growth Deal, including ensuring the funds are spent correctly, handling the funding agreement, claims and financial management processes under a SLA with the LEP.

The most recent version of the Assurance Framework is always published on the LEP's website. Oversight of the operation of the framework and the SLAs, along with the LEP's annual Assurance Statement, is undertaken by the LEP's Finance and Resources Committee.

Growing Places

The majority of Growing Places investments are in the form of loans. Devon County Council carries out the Accountable Body and Programme Management functions for the Growing Places Fund under a separate SLA with the LEP. The same assurance processes set out in the assurance framework are applied as for Growth Deal funding.

Other funding sources

From time to time Government makes funding available for specific activities. For example:

- Careers Enterprise Advisors
- Growth Hub
- Energy Strategy

These programmes are managed on a bespoke basis with the accountable body being either Somerset County Council or Devon County Council – programme bids and funding is overseen by SIP.

The programme management elements for the whole pipeline overseen by SIP and are delivered for the LEP by Devon County Council, including Business case approvals, providing secretariat for the LEP's Strategic Investment Panel and Monitoring and Evaluation – quarterly outputs and finance reporting to government via a SLA with the LEP.

See Annex 1 for the flowchart of LEP decision making on its pipeline.

Role of the Strategic Investment Panel

The Strategic Investment Panel (SIP) oversees the delivery of the pipeline and Growth Deal and Growing Places Fund (and it is expected any future funding which would arise). The SIP approves business cases for the Place, People and Business Leadership Groups, apart from Transport projects which for historical reasons are approved through the Local Transport Board (LTB).

The SIP is made up of voting and non-voting Members from the LEPs core team and Leadership Groups. Local Authority representation is through the Local Authority members of the LEP's management team.

The board has formally delegated to SIP as follows:

- *Recommend* to the Board a single prioritised pipeline of projects seeking funding from the investment programme.
- *Recommend* to the Board the funding envelopes for the investment programme.
- Manage the investment programme subject to this scheme of delegation and the change management policy (see below).
- *Recommend* to the Board a budget for investment programme administration costs.
- Approve final business cases for all (non-transport) projects. There is no financial limit to this responsibility provided projects are already approved for pipeline or investment programme entry and are within the agreed funding envelope.

- Take decisions, or refer to the Board decisions, any issues escalated by the Leadership Groups and Local Transport Board – in accordance with this Scheme of Delegation.
- Direct and advise the investment programme ‘team’, i.e. LEP Programme Management Office and LEP Management Team, in their programme management role
- Novel and contentious matters and decisions will be referred to the Board

See Annex 2 for Terms of Reference of the SIP.

The programme performance manager produces a monthly Highlight report and programme summary, raising potential issues with the programmes to the SIP members for decisions and actions as needed. The most recent versions of these papers are also included within the Board’s pack for each meeting.

Under the scheme of delegation SIP is able to approve business cases on the Growth Deal list, make decisions on project variations up to £250k where not considered novel or contentious. All other decisions require the SIP to make recommendations to the LEP Board for approval. See Annex 1 and 2 for more information on decision making processes.

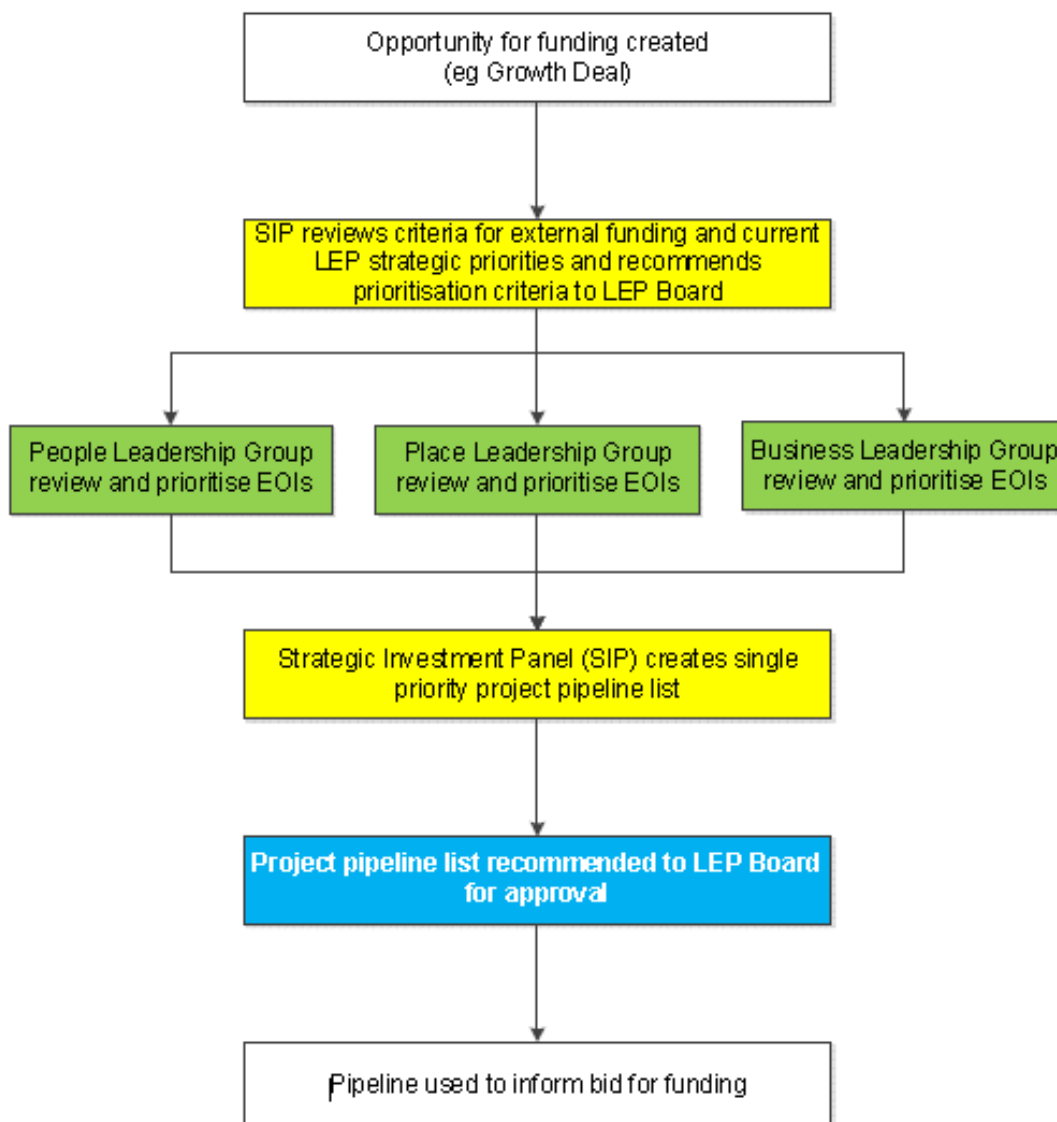
The SIP also signs off the quarterly Growth Deal Dashboard for government (MHCLG), before it goes to the Board and S151 officer at Somerset County Council for approval. This dashboard summarises expenditure and outputs, actual and forecast and each project is given a RAG status. This RAG status links to the monthly programme summary reviewed at each SIP meeting.

C Garcia

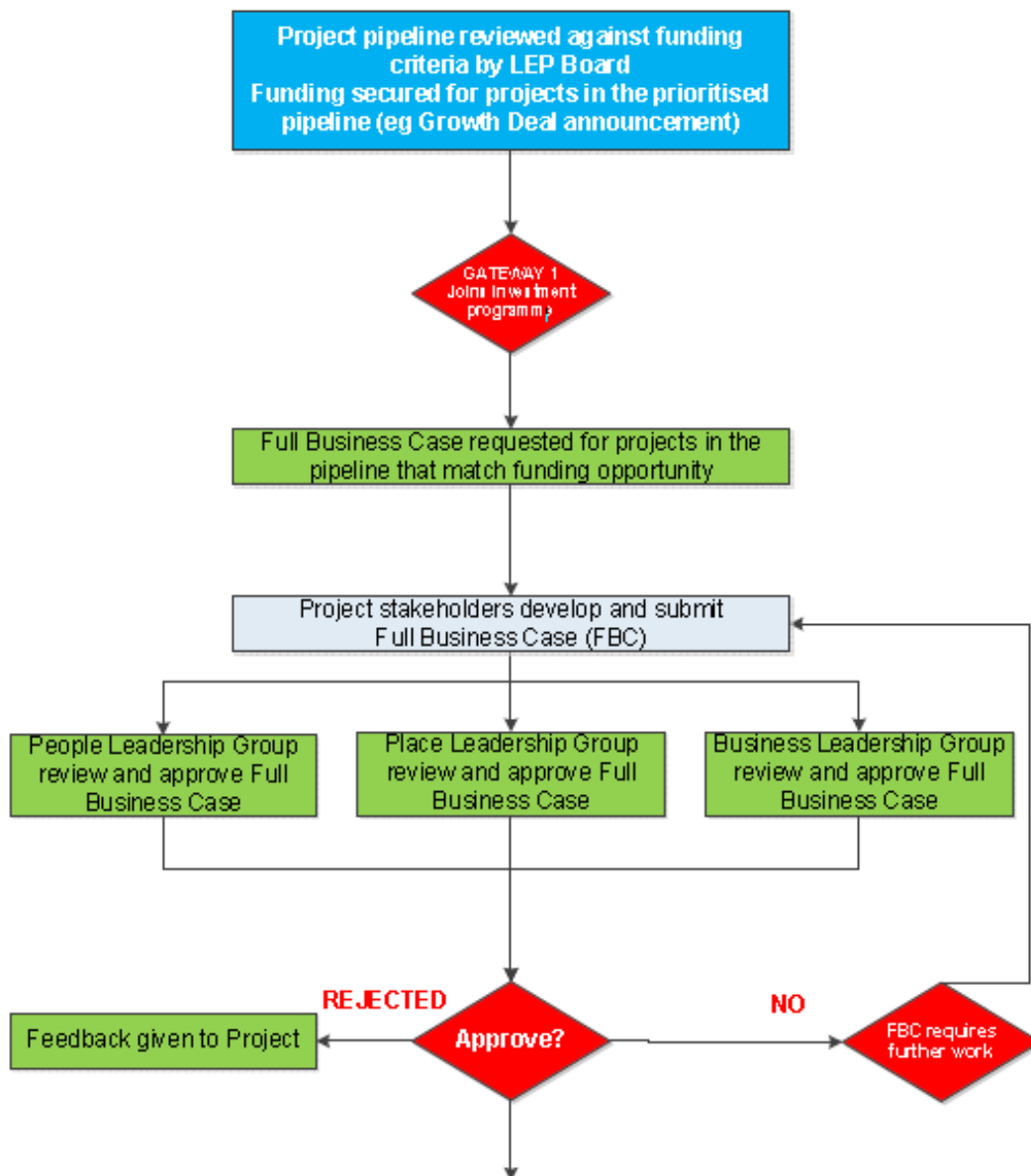
6 May 2018

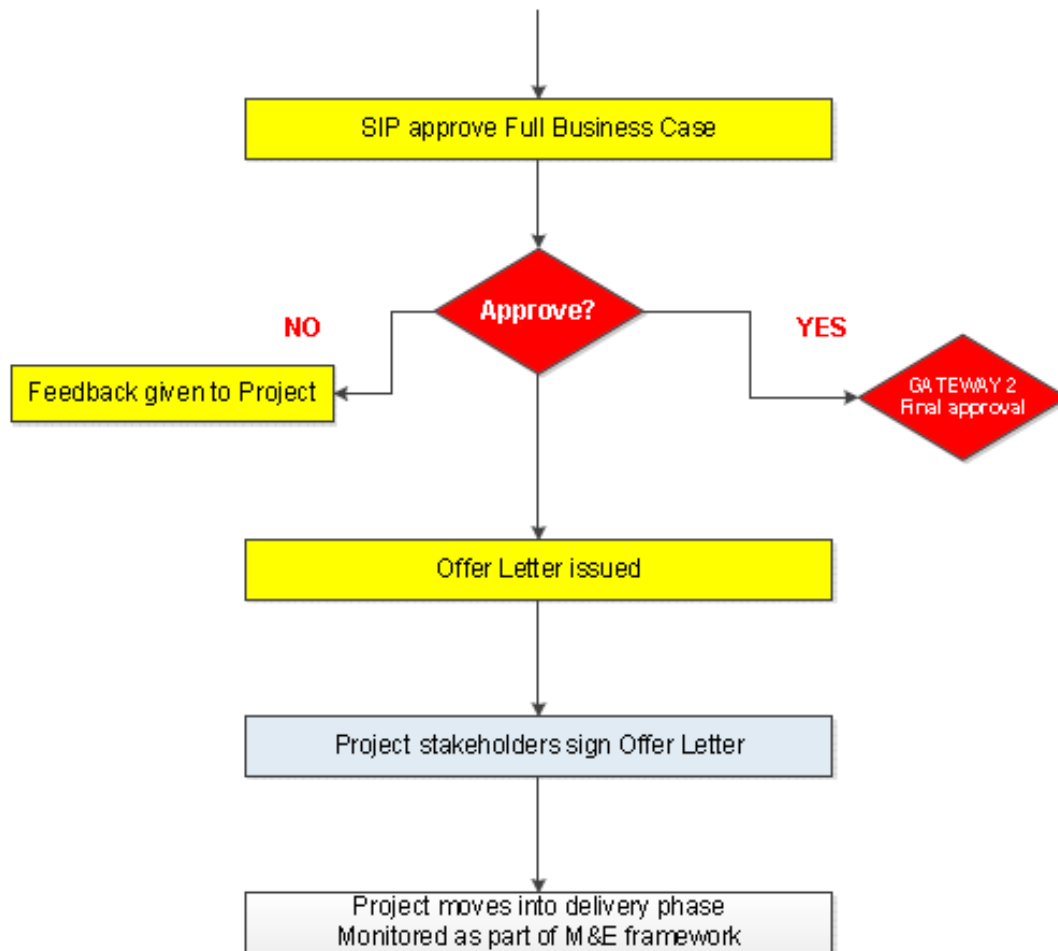
Annex 1 – Decision flow charts, delegation and Terms of Reference of the Strategic Investment Panel (SIP)

**LEP Investment Pipeline - Prioritisation
Application, Appraisal and Decision Flowchart**



**LEP Investment Programme
Application, Appraisal and Decision Flowchart**





Annex 2 Strategic Investment Panel - Terms of reference

Background and context

The Strategic Investment Panel (SIP) is a LEP Board Sub Group which has been given delegated powers by the Board to deliver the LEP's funding programmes. It is established in accordance with the articles of association of the LEP CIC and in compliance with Local Authority legal requirements, as such the investment decisions of the SIP will form part of the LEP's Publication Scheme produced in accordance with Freedom of Information Act requirements.

The SIP will operate in accordance with the LEP Assurance Framework (dated March 2015) which has been approved by the Board and the relevant accountable bodies as the governance and management structure for funding programmes

The Board delegates to the SIP decision-making responsibility for the HotSW LEP's investment programme. In addition to our Assurance Framework, SIP decisions are subject to the terms and conditions of contracts with public and private sector investors, including, but not limited to:

- Growth Deal offer letter and contractual arrangements with national Government
- Growing Places Fund contractual arrangements with national Government
- Conditions of the national Operating Programme and European Commission requirements in respect of European monies
- Terms and conditions of local government and other LEP partner funding
- Terms and conditions of private sector investors, for example banks or other institutional investors

Where matter put before the SIP is novel and contentious it will be referred to the Board for decision. This will include but is not limited to:

- Where rejecting a business case would have a major impact on the LEPs ability to deliver the SEP priorities and business plan
- Where project scope and decisions could have a significant impact on the LEPs reputation
- Where a significant virement of funding is proposed between Leadership Group themes
- When the contractual conditions to be set for projects are novel and contentious
- Where an increase in LEP funding over £250k is requested

The SIP will initially manage the Growth Deal programme and Growing Places Fund, but will perform this role for all new funding programmes to be managed by the LEP.

The Board has agreed that the SIP may itself delegate various programme management and delivery responsibilities to other LEP delivery teams in accordance with the Assurance Framework.

Terms of Reference

The main purposes of the SIP, as delegated by the LEP Board, are:

Lead responsibility for programme delivery, performance and quality

Making decisions on the investment programme to meet the Board's objectives set out in the SEP and Business Plan (dated). These will include:

- Approving an initial pipeline of projects based on advice and outline business cases from the Leadership Teams and LTB. Giving the projects in-principle approval and setting conditions to be met in the final business case
- Approving the final business case for projects and setting the conditions to be included in Offer Letters
- Approving changes to the programme and projects including spending and output profiles in accordance with the Change Policy in the Assurance Framework and subject to limits in the government contract
- Approving variations to Offer Letters and actions to deal with defaults and clawback

Working with the accountable body to ensure the standards in the Assurance Framework are met

Directing the LEP Management Team and Programme Management Office (PMO) who are the executive for programme management

Delegating responsibility for delivering sub-programmes to the People, Place and Business Leadership Groups and the LTB

Receiving reports on financial progress, programme and outputs and preparing monitoring reports for government

Commissioning research to create an evidence base to support project selection and prioritisation. Commissioning evaluation reports to measure programme and project effectiveness which will inform revisions to the SEP and Business Plan

Act on conditions and advice given by government and the accountable body on the programmes

Keeping the Assurance Framework under review and adapting it to meet the requirements of new funding programmes

Membership

The SIP will comprise the following voting members:

Chief Executive, Chairs of the Place, People and Business Leadership Groups, Chair of the Finance and Resources Committee (Chair of SIP), Accountable Body representative (SCC) and the four Local Authority staff on the LEP Management Team

A quorum is 4 voting members.

The Chair remains as the Chair of the Finance and Resources Committee. Each voting member has 1 vote and in the event of a tied vote the issue is considered contentious and will need deferring to the LEP Board.

Formal meetings will be held each month and where an urgent decision is required outside of formal meetings they can only be taken in accordance with the same conditions as those set out in this document, and decisions will be properly noted at the next formal meeting.

Conflicts of interest

The SIP will conduct itself in accordance with the Conflicts of Interest Policy and policy on gifts and hospitality in the LEP CIC articles and the Assurance Framework

Accountability and transparency

The decision making process will be set out on the website and show the steps from project prioritisation through business case approval and construction to monitoring. The following key documents will be published:

- Notice of SIP decision making meetings and agendas
- Project business cases (except commercially confidential information)
- Table of investment decisions
- Programme Highlight report
- Monthly programme updates produced by the PMO

Scrutiny and audit arrangements

As agreed in the Assurance Framework

Support and administration

The secretariat for the SIP will be provided by the LEP PMO.