

**REPORT TO: WEST OF ENGLAND JOINT COMMITTEE**

**DATE: 18 April 2018**

**REPORT TITLE: PROGRAMME GOVERNANCE FOR ONE FRONT DOOR**

**AUTHOR: CHRIS JENNINGS, INTERIM DIRECTOR OF BUSINESS AND SKILLS**

### **Purpose of Report**

- 1 To update on the intention to develop new governance arrangements to ensure effective monitoring of the LEP One Front Door funding programme.

### **Issues for Consideration**

- 2 The One Front Door and Combined Authority Investment funds are collectively delivering a portfolio of upwards of £1.65bn by 2046.
- 3 In the interests of efficiency and effectiveness there would be benefit in aligning existing reporting and change management arrangements for the One Front Door with those for the WECA Investment Funds, noting that any changes for LEP funding streams require the approval of the Joint Committee and that separate governance would apply.
- 4 Effective and timely programme management can be underpinned through the establishment of management by exception. Management by exception is a key principle of effective Programme (MSP®) and Portfolio Management (MoP®), whereby time, cost and scope tolerances are used to govern escalation to focus decision-makers' time and attention on the most critical issues and risks. Use of tolerances would ensure issues, changes and risks to investments are dealt with at the right time, with the right information and by the most appropriate decision-making group to maximise the likelihood of delivery on time, on budget and to the correct quality levels. Putting in place these tolerances would put decision making back in line with process before the Joint Committee was formed and delegations were in place.
- 5 Subject to the future agreement of the specific delegations, to support effective programme delivery it is proposed that the following arrangements are developed:
  1. Formal use of Directors' and Chief Executives' meetings to consider programme performance and make decisions according to set delegations;
  2. Development of a system of tolerances to govern escalation of issues, risks and change requests between groups the Joint Committee;
  3. Establishing a process for the delegation of change approval and decision-making powers within agreed tolerances;
  4. Decisions made by the WECA and LEP CEO in consultation with Directors or Chief Executives should be recorded and reported within committee papers to the Joint Committee.
- 6 It is proposed that work is undertaken with the West of England Councils to develop the process of delegation and the thresholds, and that a future report is provided to the Joint Committee seeking approval.

**Consultation:**

- 7 Engagement has taken place with officers in the West of England Unitary Authorities throughout the development of these proposals.

**Public Sector Equality Duties:**

- 8 As a body exercising public functions the West of England Combined Authority is under an obligation to have regard to the public-sector equalities duty (PSED) under section 149 of the Equality Act 2010 when exercising its functions. The immediate decisions primarily relate to governance of the delivery programme rather than decisions that could be deemed to impact on the rights of groups or individuals with a protected characteristic or others protected under the PSED.

**Economic Impact Assessment:**

- 9 No additional economic impacts arise from these proposals. The economic impacts of schemes within the programme will be developed as part of business case development.

**Finance Implications:**

- 10 No additional financial implications arise from these proposals. Funding for individual schemes and relevant milestone reporting and performance monitoring is included in the relevant grant funding arrangements relating to the delivery of approved schemes.

Advice given by: Tim Richens, Director of Investment and Corporate Services

**Legal Implications:**

- 11 There are no additional legal implications arising directly from this report.

Advice given by: John McCormack, Interim Monitoring Officer

**Land/Property Implications;**

- 12 There are no land/property arising directly from this report.

**Human Resources Implications:**

- 13 No HR implications arise as a result of this report.

**Recommendation:**

That the Joint Committee:

- 1 Notes the intention to develop new governance arrangements for the One Front Door programme

**Report Author: Chris Jennings, Interim Director of Business and Skills**

**West of England Combined Authority Contact:**

Any person seeking background information relating to this item should seek the assistance of the Contact Officer for the meeting who is **Chris Jennings** and who is available by telephoning Joanna Greenwood on 0117 426210; writing to West of England Combined Authority, 3 Rivergate, Temple Way, Bristol BS1 6ER; email: [democratic.services@westofengland-ca.gov.uk](mailto:democratic.services@westofengland-ca.gov.uk).