

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

**DATE: 1 June 2018**

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

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

### **Purpose of Report**

- 1 To agree proposed amendments to governance arrangements, and a set of delegations, to ensure timely and effective monitoring of the One Front Door and Investment Fund schemes as a programme.

### **Background**

- 2 The One Front Door and Combined Authority Investment funds are collectively delivering a portfolio of upwards of £1.65bn by 2046. 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 Fund, noting that any changes for the Investment Fund would require the approval of the WECA Committee and that separate governance would apply.
- 3 Effective and timely programme management can be underpinned through the establishment of management by exception, 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 to support effective delivery.

### **Proposed Revisions**

- 4 At present, any change to an initiative within the One Front Door Programme must be escalated directly to the Joint Committee, regardless of severity. As reported to the Joint Committee in April, it is proposed that the following arrangements are put in place:
  - a) Formal use of West of England Directors' which includes Directors from all the councils represented at the Joint Committee (as Directors Board) and Chief Executives' (as Investment Panel) meetings to consider programme performance, risks and issues.
  - b) Delegation of change approval to the LEP CEO in consultation with the West of England Directors within agreed tolerances.
  - c) Agreement of a set reporting cycle for One Front Door initiatives and high-level requirements for management information provided.
  - d) Decisions made by the LEP CEO in consultation with West of England Directors to be formally reported in the published Officer Delegation Register.
- 5 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.

- 6 The proposed future governance structure which would align the One Front Door and Investment Fund is set out in Appendix 1, the proposed delegations are shown in Appendix 2 and the way that decisions made through delegation are recorded is shown in Appendix 3.

**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 For projects seeking funding through the One Front Door promoters are required to include as part of their Full Business Case, an equality and diversity assessment and plan. These assessments are published on the LEP website.

**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 preparation.

**Finance Implications:**

- 10 There are no direct financial implications arising from this report although it does relate to financial delegations for the Investment Fund. The specific details are set out in the body of the report and appropriate controls have been incorporated into the proposals to ensure the financial implications of delegated decision making are duly considered.

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

**Legal Implications:**

- 11 The proposed delegations seek to ensure that in the event of a change to a scheme, in the event the change falls within the delegations as defined at Appendix 2 to this report, officers will be authorised to determine the scheme changes without reference to the WECA Committee. Any decisions taken will be subject to a delegated decision report as per draft form at Appendix 3.

- 12 Advice given by: Gill Sinclair, Interim Deputy Monitoring Officer

**Land/Property Implications;**

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

**Human Resources Implications:**

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

**Recommendation:**

That the Joint Committee:

- 1 Agrees the proposed governance approach set out in Appendix 1
- 2 Approves the One Front Door programme delegations set out in Appendix 2

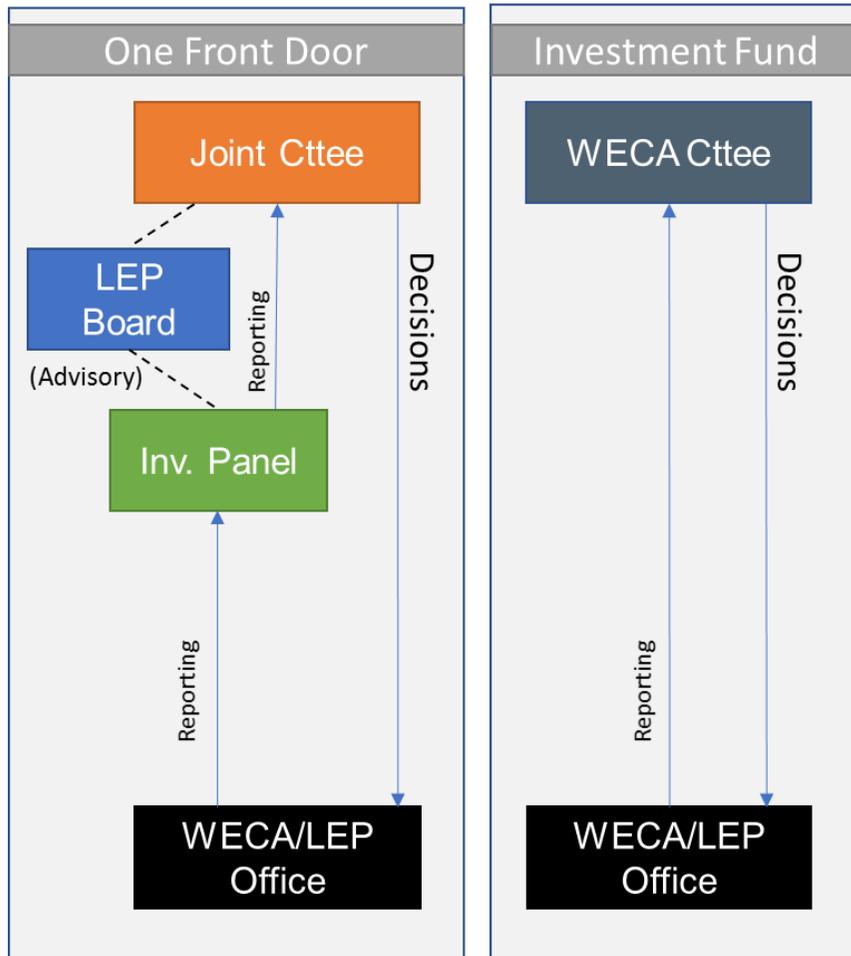
**Report Author: Chris Jennings, Interim Director of Business and Skills**

**West of England Combined Authority Contact:**

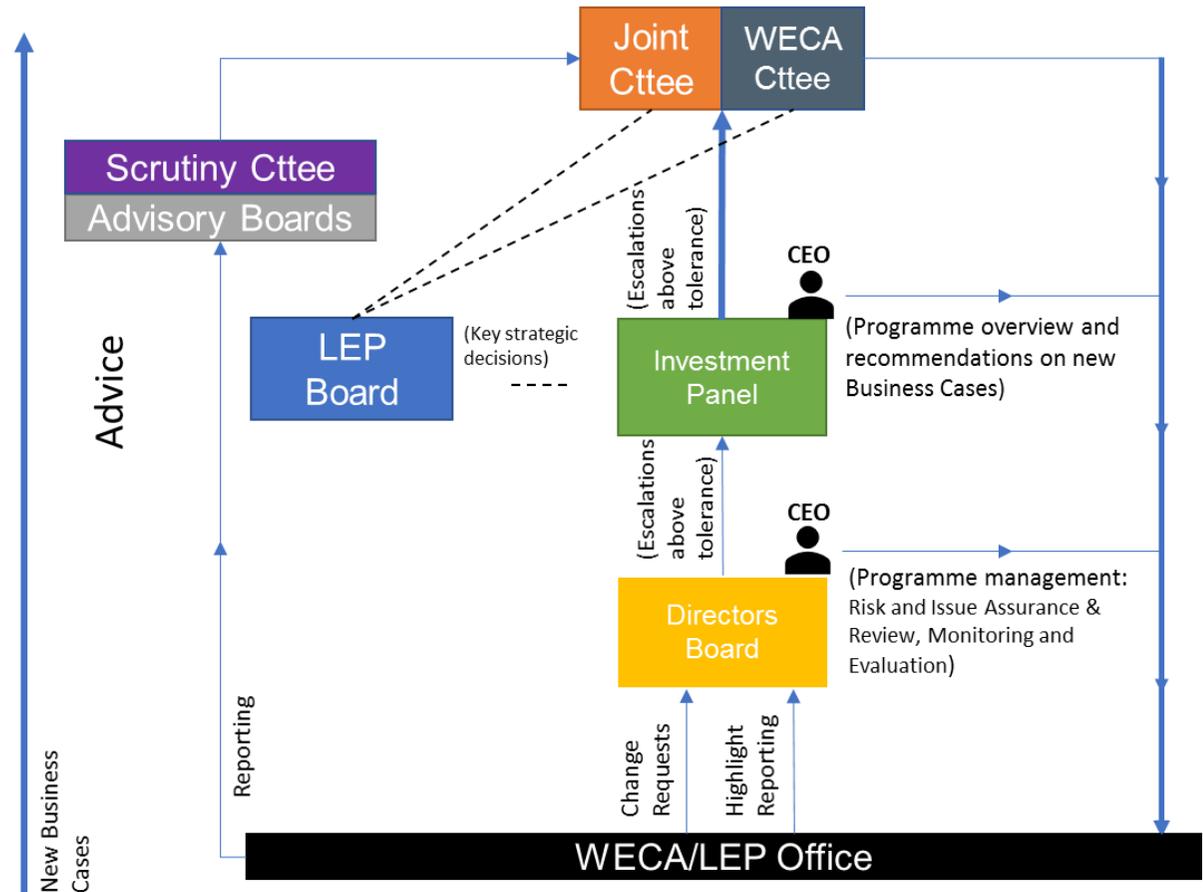
Any person seeking background information relating to this item should seek the assistance of the Contact Officer for the meeting who is **Chris Jennings** and who is available by telephoning Joanna Greenwood on 0117 426210; writing to West of England Combined Authority, 3 Rivergate, Temple Way, Bristol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

Appendix 1 – Current and Proposed Governance Structure

As Is: Parallel Structure



To Be: Consolidated Structure



**Appendix 2 – One Front Door Delegations**

Note: All changes related to cost (ie 1-3 in the table below) must be supported by a change request signed by the s151/Chief Finance Officer confirming that all necessary processes have been undertaken within their organisation in relation to the change.

For other changes (ie 4 and 5 below) It will be assumed that the organisation has followed all relevant processes related to the delivery of the project in line with their own arrangements.

<b>Category</b>		<b>Scale</b>	<b>Approval</b>
1	Cost Increases	Cost increases of up to 10% to a ceiling of £100k (Feasibility and Development Funding) and £300k (approved scheme funding) subject to funding being available and there being no impact on any other project ion the programme	LEP CEO, in consultation with West of England Directors (the Director of Development at WECA and the 4 Constituent Authorities)
		Cost increases above this threshold	Joint Committee
2	Reductions in Match Funding	Reduction in match funding up to 10% to a ceiling of £300k	CEO in consultation with Directors
		Reduction in match funding above this level	Joint Committee
3	Reprofiling of Spend (with no cost increase overall)	Reprofiling of up to £50k (Feasibility and Development Funding) and £100k (approved scheme funding) between financial years	CEO in consultation with Directors
		Reprofiling between financial years above this level	Joint Committee
4	Time	Slippage of milestone(s) for approved schemes less than 3 months	CEO in consultation with Directors
		Slippage of milestones of 3 months or more	Joint Committee
5	Scope, Benefits and Quality	Up to 10% change in value of quality as percentage of project value and/or 10% change in one or more metrics of benefits and/or minor change to the scope of the scheme	CEO in consultation with Directors
		Over 10% change in value of quality as percentage of project value and/or over 10% change in one or more metrics of benefits, or a fundamental change to the scope of scheme	Joint Committee

All decisions made through delegation based upon the submitted change request will be reported on WECA's officer decision register (see Appendix 3)

Appendix 3 – Officer Decision Register Template



## Officer Decision Form

Subject:

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Officer Name: e.g. Patricia Greer

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Job title: WECA and LEP Chief Executive

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The issue:

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Date taken:

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Details of decision:

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Reason/rationale for the decision:

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Details of alternative options considered and rejected:

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Financial and budget implication:

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Signed: