



DORSET

Local Enterprise Partnership

BIG Programme Steering Group

Terms of Reference

November 2018

1. Purpose

1.1 The mandate for the creation of the BIG Programme Steering Group came from the 24th September 2014 meeting of the LEP Board who provided the clear instruction that the BIG Programme Steering Group should be established to:

- Deliver the various elements of the Programme (Appendix 1) on time and to budget
- Deliver the benefits of the investment including jobs, growth and GVA
- Ensure future credibility with Government and place Dorset LEP in the best position for future funding opportunities
- Provide governance for the Wallisdown projects which have also received funding from Dorset Growth Deal and will be modelled in conjunction with the A348 corridor.

1.2 By defining the various elements associated with the development of the airport as a programme the Board placed an onus on coordination and management on the Programme Steering Group that will need to be supported by a Programme based approach. As a minimum this will require:

- A clear vision with aims and objectives
- A high level delivery plan and timeline
- Budget
- Staff resources and leads
- Outcomes
- Risks and issues

2. Status

2.1 The BIG Programme Steering Group is established as an independent voluntary partnership, without formal legal status. It conducts its activities in the interests of the programme of work it serves and secures its long-term objectives without giving undue favour to any organisation or Group member.

2.2 The BIG Programme Steering Group makes recommendations to Dorset LEP Board.

3. Role

3.1 The BIG Programme Steering Group shall be responsible for:

- Oversight of the delivery arrangements for the Bournemouth International Growth programme and associated projects to meet jobs and GVA growth targets including monitoring of the implementation plans of the various projects as well as provide support and coordination across the projects
- Ensuring quality and value for money from the financial investment made by HM Government, the LEP, and partners; by establishing a Grant Agreement for LEP funded projects (capital) based upon a sound business case that will provide;
 - A baseline budget including any other e.g. LTB funding

- A project plan for each project and a higher level plan for the combined transport schemes
- Anticipated outputs and impacts as well as monitoring arrangements
- Communications plan
- A reporting plan (and associated claim and payment arrangements)
- Oversight of the partnership work required to encourage business investment at the airport
- Making recommendations on further investments required to deliver the growth targets for the airport business park site
- Oversight of the development of proposals for the future phases of road infrastructure improvements in connection with the airport
- Regularly reports on progress to the LEP Board, LA Leaders Growth Board
- Oversight of the Programme Communications plan
- Championing the programme in meetings with Government Departments and Ministers
- Provision of support and guidance to the Programme Manager(s) and relevant officers

3.2 All business of the BIG Programme Steering Group will be conducted in accordance with the Nolan Principles of Public Life (Appendix 2)

4. Board membership

- 4.1 The BIG Programme Steering Group will consist of at least 6 members; one member of Dorset LEP Board, two business representatives (ideally one business from the Aviation Business Park and/or Wessex Field development), elected members of the Local Authorities in the area of delivery and one from either the Further or Higher Education sector.
- 4.2 Local Authority members to include representation from Bournemouth Borough Council, Borough of Poole, Christchurch Borough Council, Dorset County Council and East Dorset District Council until April 2019. At this time, due to Local Government Reform, two elected members from the newly formed Councils may attend.
- 4.3 Relevant officers, from the member organisations as above, will attend meetings by invitation as observers.
- 4.4 Group members serve in a personal capacity (with the exception of local authority members) and will act in the interests of the BIG Programme Steering Group.
- 4.5 The role of business sector members is to represent the views and interest of private and community/voluntary sector businesses, with reference to particular sectors, business size and geographic area, whilst always ensuring that decisions are taken in the best interests of Dorset's business community as a whole.

- 4.6 The role of local authority members is to represent their constituents, whilst acting in the interests of Dorset as a whole.
- 4.7 The terms of office for Team members will stand as follows:

Member category	Term of office	Replacement if vacancy arises
Business sector	Initial 2 years, renewable for as further two terms subject to DLEP Board approval	Open recruitment
Local Authorities	During the term of office/ time holding post within respective organisations	By succeeding post holder
FE or HE sector	Initial 2 years, renewable for as further two terms subject to DLEP Board approval	To be decided by the Group

5. Chair

- 5.1 BIG Programme Steering Group as a Dorset LEP sub-group will be chaired by the Dorset LEP representative. A Vice-Chair will be elected from the total membership by the Chair and Vice Chair position will be subject to annual renewal.
- 5.2 Duties of the Chair will include:
- Leading the smooth and effective operation of the Group;
 - To ensure the officer support is operating effectively and within its mandate, that budgets are appropriately applied and that proper policies and processes are in place and observed;
 - To ensure timely advice and reporting to the Dorset LEP Board relating to the work of the BIG Programme Steering Group.
 - To ensure effective liaison with all constituents of the Dorset LEP and government, and to undertake activity as required according to the business plan or emerging strategies and needs.

6. Representation and attendance

- 6.1 Group members (or approved deputies) are expected to attend not less than 75% of meetings over a twelve month period.

7. Decisions

- 7.1 The BIG Programme Steering Group is accountable to the Dorset LEP Board.
- 7.2 The BIG Programme Steering Group shall operate on the basis of consensus.
- 7.3 In the event that a consensus cannot be achieved on a matter requiring a recommendation to Dorset LEP Board, that recommendation shall be taken by vote and carried if it is supported by over 50% of those members present, except in the following circumstances:-

- Removal of a member, which will require 75% of all members present to agree
- Amending the membership of the Group, which will require approval of 75% of all members present
- Amendments to terms of reference or change in the strategic direction and priorities of the Enterprise Zone Project Group, which will require the approval of 75% of all members present

7.4 In the event of a tied recommendation, the Chair of the meeting will cast the deciding vote.

7.5 There should be a quorum of 4 members of BIG Programme Steering Group.

7.6 The BIG Programme Steering Group is a non-constituted group that has no contractual authority over the projects that are included within the overall BIG Programme. It is however recognised that the Programme Steering Group has very significant soft power and influence over the projects and the emerging programme and that members of the Programme Steering Group do have direct influence and control over the projects.

8. Meetings and papers

- 8.1 Group meetings shall be held on a bi-monthly basis with a minimum of four meetings per annum. A calendar of future meetings will be set for a year at a time although the minimum notice required for a meeting is two weeks, to ensure that all members are afforded the opportunity to attend.
- 8.2 The agenda and papers for meetings shall be approved by the Chair and issued at least 5 working days in advance of the meeting by the Secretariat.
- 8.3 Meeting minutes shall be approved in draft form by the Chair and disseminated to members no later than ten working days following the meeting. Minutes shall remain in draft until approval by the Group at the next meeting.
- 8.4 Minutes shall be made publicly available via email, except for minutes which are not suitable for release into the public domain, for example due to them containing personal information about individuals or commercially sensitive data. Any minutes which are not released into the public domain will be stored confidentially by the Secretariat.

9. Conflicts of interest

- 9.1 The Group shall ensure that all conflicts of interest are fully disclosed.
- 9.2 The Secretariat shall maintain a Register of Members' Interests. This shall include all company directorships, trusteeships, elected offices, remunerated posts and other relevant interests. The Register of Members' Interests shall be made available to any interested party at any time. Members shall supply information to the Secretariat for inclusion in the register, or a nil return, on joining the Group, in response to any request for an update and on becoming aware of any new interest. The Secretariat will circulate a request for information about interests annually.

- 9.3 Should a member's interests change, s/he shall inform the Secretariat at the earliest opportunity.
- 9.4 Should an issue be discussed by the Group which presents a conflict of interest to a member, the member shall declare the conflict of interest, regardless of whether s/he has previously declared the interest in the Register of Members' Interests. Such declarations shall be minuted.
- 9.5 Members shall not vote or participate in discussions on any issues on which they have registered an interest.

10. Reporting to the Dorset LEP Board

- 10.1 The Group shall be fully accountable to the Dorset LEP Board and shall have Dorset LEP board member representation.
- 10.2 The Group will provide a regular report to the Dorset LEP Board on a bi-monthly basis, as agreed with the Dorset LEP Board.
- 10.3 The Group will provide timely advice to the Dorset LEP Board, bringing to its attention matters of importance or responding to its requests.
- 10.4 All papers to be considered by the Dorset LEP Board must be provided at least 7 days in advance of the Dorset LEP Board meeting.

11. Press and Media

- 11.1 Group members should refer questions about the BIG Programme to the appropriate delegated authority below:
 - BIG Programme strategic communications to Claire Corrie
 - BIG Programme operational communications relating to specific schemes to the delivery partner communications team

12. Review of this Document

- 12.1 These Terms of Reference will be reviewed annually.

Appendix 1 – BIG Programme Outputs and Outcomes



**BOURNEMOUTH
INTERNATIONAL
GROWTH
PROGRAMME**



The BIG Programme is being overseen by Dorset LEP in collaboration with Dorset County Council, Bournemouth Borough Council, Christchurch and East Dorset Councils, Manchester Airports Group, Bournemouth University and Aviation Business Park.

Appendix 2 - Nolan Principles of Public Life

1. Selflessness

Holders of public office should act solely in terms of the public interest.

2. Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

3. Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

4. Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5. Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

6. Honesty

Holders of public office should be truthful.

7. Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.