BIG Programme Steering Group

Terms of Reference

November 2016
ITEM 8.

1. Purpose

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

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:

3.1.1 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.

3.1.2 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
3.1.3 Oversight of the partnership work required to encourage business investment at the airport

3.1.4 Making recommendations on further investments required to deliver the growth targets for the airport business park site

3.1.5 Oversight of the development of proposals for the future phases of road infrastructure improvements in connection with the airport

3.1.6 Regularly reports on progress to the LEP Board, LA Leaders Growth Board

3.1.7 Oversight of the Programme Communications plan

3.1.8 Championing the programme in meetings with Government Departments and Ministers

3.1.9 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 8 members; one member of the LEP Board, two business representatives (ideally one business from the Aviation Business Park and/or Wessex Field development), four Local Authority representatives (from Bournemouth Borough Council, Christchurch Borough Council, Dorset County Council and East Dorset District Council) and one from either the Further or Higher Education sector.

4.2 Relevant officers, from the member organisations as above, will attend meetings by invitation as observers.

4.3 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.

4.4 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.

4.5 The role of local authority members is to represent their constituents, whilst acting in the interests of Dorset as a whole.

4.6 The terms of office for Team members will stand as follows:
4.7 The Board may co-opt up to three additional people to serve as members, if there is a clear requirement for additional expertise and experience for the successful delivery of the Board responsibilities. Co-opted members may only serve a maximum of two years.

5. Chair

5.1 The chair shall be elected by the Group from among the business sector members. A Vice-Chair will be elected from the total membership by the Chair and both positions 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. If this attendance rate is not achieved by any member, the Group is entitled to review their membership and ask for an explanation before taking further action. A 75% majority is required to rescind the membership of any individual.

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:

7.3.1 Removal of a member, which will require 75% of all members present to agree
7.3.2 Amending the membership of the Group, which will require approval of 75% of all members present
7.3.3 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 are not permitted to discuss commercially confidential information about the BIG Programme activities with the press or media without prior approval from the Chair.

11.2 In the event that members are approached by the press or media for comment on any matters relating to the BIG Programme, the matter must be referred immediately to the Steering Group Chair.

12. Review of this Document

12.1 These Terms of Reference will be reviewed annually.
Appendix 1 – BIG Programme Outputs and Outcomes

**BIG Programme Outputs and Outcomes**

**BIG RESULTS £500 MILLION BOOST FOR LOCAL ECONOMY**

**Planning**
- Simplified planning framework
  - Development of a site-wide masterplan and planning framework to allow streamlined planning applications, reducing risk and uncertainty for companies expanding and relocating at the site as well as ensuring the site remains a high-quality place to locate and do business.

**Site Improvement**
- 60ha of land ready for development
  - Working to constantly improve the offer on the site for investors with national site infrastructure improvements including roads, superfast and ultrafast connectivity as well as upgrading utility provision.

**Transport**
- £350m levered in from private sector
  - Working to promote opportunities of being located at the airport. Promotion targeted at local business expansion & relocation and attracting inward investors from around the globe.
  - Establishing business to business relationships and creating local networks. Working with Government & business to attract businesses to locate & develop at the site.

**Skills Development**
- 10,000 jobs and increased skills
  - Delivering on a cohesive strategy for skill and workforce development for the anticipated 10,000 new jobs that will be created on and around the employment site.

**Workspace Demand**
- £40m of investment in local transport
  - Delivering improvements to the local transport network to enable growth of employment in Dorset and beyond that includes road reconstruction, new capacity junctions and future plans for cycle routes and bus service enhancements.

**Housing**
- Housing to deliver 350 new units
  - Helping the private sector to deliver designated housing sites by supporting wider transport infrastructure improvements and endorsing the local authority’s bold local affordable housing figure.

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.