

Loughborough Town Deal Board

27TH SEPTEMBER 2021

3.30pm Virtual Meeting, Charnwood Borough Council, Southfields, Loughborough

AGENDA

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	Future meeting dates: 21st October 2021	-	

Meeting minutes

PROJECT	Town Deal		
DATE	16th August 2021	LOCATION	Virtual meeting using Zoom

Attendees	
Board Members	
Dr Nik Kotecha (Co-Chair)	Morningside Pharmaceuticals
Cllr Jonathan Morgan (Co-Chair)	Charnwood Borough Council
Cllr Jenny Bokor	Chair of MRG
Lez Cope-Newman	Loughborough BID
Jane Hunt MP	MP for Loughborough
Jo Maher	Loughborough College
David Pagett-Wright	Chair of CCEG
Prof. Chris Rielly	Loughborough University
Cllr Deborah Taylor, CC	Leicestershire County Council
Martin Traynor	Economy & Skills Group
Officer Attendees	
Rob Mitchell	Charnwood Borough Council
Eileen Mallon	Charnwood Borough Council
Sylvia Wright	Charnwood Borough Council
Mal Hussain	Charnwood Borough Council
Mike Roberts	Charnwood Borough Council
Chris Grace	Charnwood Borough Council
Tom Purnell	Leicestershire County Council
Nicky Conway	Minute Taker (Charnwood Borough Council)

Apologies
Andy Reed (LLEP), Mandip Rai (LLEP), Peter McClaren, Sarah Rudkin and Helen Harris (LCC)
Meeting Type (Team, Board or other)
Board Meeting
Meeting Minutes
<p>2. Minutes of the previous meeting and matters arising</p> <p>The minutes of the previous meeting were confirmed as a correct record. There were no matters arising.</p> <p>It was noted that item 6, recommendation 1 (<i>that project prioritisation methodology option c is the preferred approach to be deployed</i>) was a correct record of the decision taken at the Board</p>

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meeting but that during discussions of the Sub-group a hybrid approach including ranking as recommended in option a was chosen as the preferred approach.

3. Declarations of Interest

Jo Maher (Loughborough College) and Chris Rielly (Loughborough University) declared interests during agenda item 4 with regard to discussions of specific projects.

4. Project Prioritisation - Update

Eileen Mallon introduced this report and drew the Board's attention to the following:

- that a Sub-group consisting of independent members, had been nominated by the Board and had met to consider the project prioritisation methodology. The agreed scheme had been circulated to the Board and as no comments had been received, the Sub-group and officers proceeded to evaluate the projects in accordance with the agreed methodology.
- an explanation of the process followed was given. It was noted that the officer scoring was completed by independent officers who did not have an interest in any of the projects being scored.
- there was consistency between the Sub-group and officer scores with the same top five projects and bottom three projects identified, although in a slightly different priority order.
- the recommendations in the report to fund the Hope Bell as a standalone project and to use the remaining £418K as capacity funding to help ensure that each of the projects were delivered to the timescale and quality standards that were required.

Summary of Board discussion:

- whether the identified £414K to support projects in their delivery would be sufficient to support all 10 projects. It could be advisable to delay funding the Hope Bell until it was confirmed that the prioritised projects requiring support could be funded. It was noted that at present no funding or resources beyond the officer team and the Project Manager was available. It was unclear how much funding might be required but it was expected that the smaller organisations were likely to require support; this would become clearer when projects submitted detailed project costings.
- some of the larger projects were likely to have factored in project management support. Any project management requirements were likely to be around coordination and delivery of the project.
- whether match funding had been identified in total across the 10 projects to review against the Town Deal funding. It was noted that this had been one of the key criteria in prioritising the projects.
- that the Hope Bell was important for Loughborough and it could be worthwhile keeping the project in the Town Deal if possible. However it was noted that the funding would be balanced against what was required for project support and it could be advisable to inform the Hope Bell Project lead that it would be funded on a conditional basis.
- that up to 5% of the funding could be allocated for programme management costs and this would be approximately £800K. This could be allocated as a support fund but it would be disappointing to not fund the Hope Bell by being over cautious.

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- that the costs for each project could fluctuate significantly, particularly in the current climate. The recent pandemic and other international events were influencing the construction industry in terms of competitiveness, availability, and willingness to work with smaller projects. The contingency fund was likely to be required at the point of going out to tender as costs could spiral at this point. The 10 prioritised projects were chosen for their robustness of business cases and had confirmed their confidence in the accuracy of their project cost structures.

Board members thanked the Sub-group and officers for the work carried out to prioritise the projects within time pressure.

The Project Manager explained that the submission of project summary documents could be staggered up to August 2022. At this stage the Board was required to agree the chosen projects to be submitted to MHCLG for the funding allocated. The next stage would include more detailed costings and identification of project management requirements.

The Sub-group members present stated that they considered the process followed to prioritise the projects put before the Board today had been transparent and fair, and a cautious approach should be taken.

Recommendations Agreed:

1. That the Board considers and approves the projects selected and move them on to the next stage of delivery.
2. That the Board approves the rescoping of the Links and Lanes project to the amount of approximately £400k. Subject to the Project Lead developing the full scope and budget.
3. That the Board approves the retention of the remainder of the MHCLG funding of approximately £414 k for the costs towards supporting the projects for the development of Business Case and the Public Sector Equalities Duties (PSED) and towards other costs related to the management of the Town Deal Programme.
4. That a further report is presented at a future Board meeting which sets out how the £414k may be spent.
5. That the Board considers keeping the projects not selected to move forward as reserves for either new funding opportunities or if the selected projects are not able to move forward.
6. That the Board authorises the project team to confirm the preferred options with MHCLG, as the basis of the final Town Deal Heads of Terms Agreement.

5. Next Steps

The Town Deal Project Manager introduced this report and explained the next steps to be taken. He confirmed that the Project Leads were already completing the three documents required by MHCLG and noted that the time taken by MHCLG once the summary documents had been submitted was still undetermined. He advised that the Board should consider which projects

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could be fast tracked, that a Project Assurance Framework and Programme Management Structure was required, and external expertise could be beneficial in progressing the projects.

Summary of Board discussion:

- that the best approach for developing a programme management structure could involve a sub-group as previously identified, or a new sub-group to be formed, potentially focusing on investment, consisting of three or four independent members supported by officers.
- the level of commitment that could be required if Board members sponsored a project and the challenges this could pose in relation to conflicts of interest of board members linked to some of the projects. A sub-group could consider the roles and responsibilities and identify areas where there could be closer involvement.
- whether the use of an independent third party specialist consultant to assist projects in developing business cases and PSED assessments was required. An overall consultant could provide consistency across the projects, but larger organisations were likely to have already identified project management support (e.g. Generator Project) and others might not require support (e.g. Flood Mitigation Project). It could be advantageous to have synergy across the projects by employing consultants already engaged with the bigger projects to minimise confusing advice. It was critical to meet the MHCLG deadlines and the use of consultancy support could expedite this. However, in managing associated risks it could be acceptable to employ a consultant only if a project was at risk of not delivering. If project management was left to individual projects to arrange, a certain level of assessment would be required to ensure the projects met MHCLG requirements.
- what the role of the Community Consultation and Engagement Group (CCEG) and Member Reference Group (MRG) would be going forward. It was important that engagement and communication with the wider community and customers was transparent and that the Group members felt involved in the decision making.
- that fast tracking as many projects as possible could be beneficial, and could be submitted successively in October, January and August. Government funding could become available, particularly in relation to underspends in its capital programme.
- what support was available from ARUP. Officers could meet with ARUP to understand the different approaches being taken at this stage by other Town Deals in relation to transparency and good governance.

The Chief Executive stated that he considered the Prioritisation Sub-group had worked well and that an investment sub-group could be preferable. The amount of support required by smaller projects would become clearer once the cost analyses had been completed and some projects would already have engaged consultants. With regard to the role of CCEG and MRG going forward this would need to be carefully reviewed to ensure clear communication of the Board's decisions.

The Strategic Director, Community Planning and Housing stated that the majority of projects, when challenged, were confident in their costs and ability to deliver and may have included their own project management requirements. However some projects had indicated project management support would be welcome. It was important to be mindful of ensuring that the next step in the process was transparent and that decisions made were coherent and adhered to good governance. As part of the BID submission, post-bid community engagement and

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consultation was a requirement of MHCLG and this would continue with further clarification on the roles of CCEG and MRG.

Jane Hunt MP joined the meeting.

One minutes' silence was held by the Board at 11am following the tragic events in Plymouth on Thursday evening, as a mark of respect to those who lost their lives.

The Co-chair noted that during discussions at the regional Town Deal Chairs meetings, communication with communities was recognised as important, in particular for ARUP and MHCLG.

Recommendations Agreed:

1. That Project leads to complete and return the MHCLG documents on or before 23rd August 2021 to the Town Deal Project Manager.
2. That the Board and the S151 Officer set a date of no later than 25th August 2021 to sign off the MHCLG documents.
3. That the Board advise the Town Deal Project Team to:
 - i. develop proposals for the completion of Business Cases and PSED assessments.
 - ii. set a meeting(s) to develop the Programme Management Structure ahead of the next proposed Town Deal Board meeting in September 2021.
 - iii. develop templates to capture and record project information.
 - iv. identify the projects that can be fast tracked for earlier submission of the Summary Document to MHCLG
 - v. set out proposals for the expenditure of up to £414k (MHCLG payment) towards costs for programme management.
 - vi. develop proposals for the development of a Project Assurance Framework.
4. That the Board considers the Member roles and responsibilities in the delivery stage of the programme (point 6.5).

The Board agreed the following further recommendations:

5. That the four independent Board Members continue with its Sub-group and meet before the next Board meeting to consider the programme management structure, Project Assurance Framework and next steps, including appropriate processes for managing transparency and good governance.

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6. That independent third-party specialist consultants are employed as required, but to allow Project leads confident in this aspect to proceed. To ensure projects are completed within MHCLG deadlines and criteria, consultants should be employed if necessary.
7. That where possible, projects are fast tracked.
8. That communication with CCEG, MRG and the wider community was very important and that this is progressed promptly.

6. AOB

Dr Kotecha thanked the prioritisation Sub-group and the officers for their work particularly as the prioritisation had to be completed within a tight deadline. He noted that there was further work to be done and the Board was available to support officers in this.

Date of Future Meetings

A future meeting of the Board to be arranged for mid to late September. Minute Taker to confirm options with the Co-chairs after the meeting.

Follow up actions

ITEM 4

- a. That the Town Deal Project Manager provides the Board with the total of the match funding required across all 10 projects.

ITEM 5

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| 1 | <ol style="list-style-type: none"> a. That Dr Kotecha to contact Andy Reed to confirm his availability to participate in the sub-group. b. That officers arrange a meeting with ARUP to review the formation of the sub-group and discuss approaches to ensure transparency and good governance. c. That the Comms team progress with external communications of the Board's decision regarding chosen projects. |
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LOUGHBOROUGH TOWN DEAL BOARD

27th September 2021

Item 4 – Revisions to the Town Deal Board Terms of Reference and Sub-group

1. Introduction

- 1.1 This paper presents amendments to the Town Deal Board Terms of Reference and proposes Terms of Reference for a new Delivery Sub Group with responsibilities for project delivery.

2. Recommendations:

1. That the revisions to the Town Deal Board Terms of Reference be approved as indicated in Appendix 1 of this report and subject to any scheme of delegation that may be agreed; and
2. That the Board approve the Delivery Sub Group Terms of Reference (as attached in Appendix 2 of this report), subject to any changes required because of decisions made under 1 above

3. Background

- 3.1 At the Board meeting on 29th January 2020, the Board approved a governance structure for the Loughborough Town Deal. That structure included terms of reference for the Town Deal Board and a code of conduct for its members. On 23rd September 2020 the project team was advised by the Cities and Local Growth Team of MHCLG that they had undertaken an audit of the Loughborough Town Deal governance structure and website to check if mandatory requirements have been met.
- 3.2 At its meeting on 20th October 2020 the Board amended its Terms of Reference to ensure they were explicit about the role of the co-chairs, that the code of conduct was founded on the Nolan Principles of Public Life and the register of members' interests would be maintained and published on the website.
- 3.3 Since that meeting the MHCLG have awarded Loughborough £16.9m and the Board agreed at its meeting on 26th July 2021 to establish a sub group of independent Board members to support the Project Team in scoring projects to enable funding to be prioritised. At its meeting on 16th August 2021 the Board agreed to maintain the sub group to assist the Board and project team in supporting projects through the submission and implementation process.

4. Changes to the Board Terms of Reference

- 4.1 Amendments are required to the Town Deal Board Terms of Reference to encompass the new Sub-Group along with a scheme of delegation to reflect its

proposed responsibilities. The Board Terms of Reference have been amended in the following way:

- To include a Financial Officer to the officers supporting the Town Deal Board,
- To establish and maintain an Officer Programme Team and other Sub Groups as the Board sees fit,
- To make clear that decisions may be delegated to the Sub Groups, as set out in a Scheme of Delegations,
- To enable decisions to be made by the co-chairs in urgent circumstances to ensure programme delivery, subject to these being reported back to the Board,
- To make minor typographical corrections and changes to aid the readability of the document.

5. Sub Group roles and responsibilities, & Terms of Reference

- 5.1 Since the Board meeting on 19th July 2021 the sub-group has met twice, on 26th July 2021 to consider projects for confirmation to MHCLG and again on 7th September 2021 to consider its future role and responsibilities.
- 5.2 At the meeting on 7th September 2021, the Delivery Sub Group was advised to formally constitute its membership and create Terms of Reference to bring it into the formal governance structure of the Loughborough Town Deal and make clear its role and responsibilities. The drafted Terms of reference for this sub-group is attached at Appendix 2 of the report.
- 5.3 The purpose of the Delivery Sub Group is to oversee the programme, monitor progress on projects and identify any issues on projects and programme delivery to the Board.
- 5.4 The Board however may wish to consider the degree of delegated authority that is given to the Delivery Sub Group, to enable the effective management of the programme and project delivery .
- 5.5 The range of options available for the delegation to the Delivery Sub Group include:
- i. No decision making powers. Sub Group to make recommendations to the Board, the Board to make all decisions;
 - ii. Authority to make programme changes as required;
 - iii. Authority to make decisions about the spend of programme support funding
 - iv. Make project amendments that don't affect the cost of the project
 - v. Make project amendments that affect cost of the project up to 10% of the overall town deal offer
 - vi. Halt the project where there are Red rated issues such as, potential for significant overspend and or project delay leading to late completion.

5.6 These options are not exhaustive and can be combined to provide a level of delegation that to a greater or lesser extent enables the project delivery to function and provide the Board with assurance, as shown in the example below. The Board are invited to consider how far they wish to delegate authority to the Sub Group to enable it to function efficiently. Once the Board has agreed the level of delegation officers will prepare a scheme of delegation for the Board Terms of reference to reflect that decision.

No authority			greater authority
Option 1	Option 2	Option 3	Option 4
Board makes all decisions on recommendation from Sub Group	Approval of allocation of Programme support funding in part or whole	Approval of projects for submission	Approval of projects for submission
	Make project amendments that don't affect the cost of the project	Make project amendments that effect cost up to a maximum of 10% of the total Town deal offer	Make project amendments that effect cost up to a maximum of 10% of the total Town deal offer
	Halt the project where there are Red rated issues such as, potential for significant overspend and or project delay leading to late completion. leading to late completion	Approval of allocation of Programme support funding in part or whole (and if so, a proposed limit)	Approval to change the scope of projects in response to issues
		Approval of monitoring reports to MHCLG	Approval of the allocation of Programme support funding
		Halt the project where there are Red rated issues such as, potential for significant overspend and or project delay leading to late completion. leading to late completion	Approval to issue grant funding to projects
			Approval of monitoring reports to MHCLG
			Authority to activate clauses within the Grant Funding Agreement

			Halt the project where there are Red rated issues such as, potential for significant overspend and or project delay leading to late completion. leading to late completion
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6. Appendices

Appendix 1 – Revised Loughborough Town Deal Board Terms of Reference

Appendix 2 – Proposed Delivery Sub-Group Terms of Reference

APPENDIX 1

Loughborough Town Deal Board

Terms of Reference

Membership

Chair - Cllr Jonathan Morgan, Leader of the Council
Vice Chair – Nik Kotecha, Business Community

Executive Board Members

Jane Hunt MP
Cllr Deborah Taylor, LCC
Lez Cope Newman, Loughborough BID (or other Loughborough BID representative)
Andy Reed LLEP representative
Martin Traynor, Chair, Economy and Skills Group, Charnwood Together
Prof. Chris Rielly, Loughborough University
Jo Maher, Loughborough College

Non-Executive Board Members

Chair - Cllr Jenny Bokor, Member Reference group
Chair – David Pagett-Wright, Community Engagement and Consultation group

Officer attendees

Rob Mitchell - CBC
Eileen Mallon - CBC
Tom Purnell LCC
Mandip Rai – LLEP
Finance Officer - CBC
Others as invited for specific agenda items

Co-Chairs

Having Co-Chairs shows the strength of partnership between the public and private sector representatives. Their role is to combine their individual strengths and experience to maximise the support to the Board.

The Co-Chairs will remain in office for two years from election unless re-elected by majority vote of the Board. Should either step down during their tenure a new representative will be elected at the next available Board meeting.

The Co-Chairs will have delegated authority to:

- Amend the Town Investment Plan prior to its submission to the government;
- Take decisions in urgent circumstances to ensure programme delivery subject to a delegated authority report being made to the Board to confirm the decision.

Board Responsibilities

- To provide support and advice to the accountable body (Charnwood Borough Council) in developing a Town Deal bid in line with the Government prospectus.

- To maintain strategic oversight of the Town Deal Bid and set the direction of the investment plan.
- To approve the annual delivery plan and monitor the delivery of targets in the plan.
- To oversee the establishment of the (officer) programme team and other Sub Groups as the Board see fit.
- To ensure that the programme team and the Sub Groups have sufficient resources, knowledge and capacity available to deliver their objectives.
- To make representation to government departments for advice and assistance as necessary.
- To ensure the necessary liaison arrangements are in place to maximise resources across the range of partners, and to work collaboratively to deliver the shared objectives.
- To receive representation from the Member Reference group, and consider the views of Members, ensuring adequate liaison with the group.
- To ensure the views of the community are represented and considered through the Community Engagement and Consultation group, and the communications strategy
- To ensure all the necessary governance matters within the remit of Charnwood Borough Council are identified and progressed effectively.
- To delegate decisions to the Sub Groups, as set out in the Scheme of Delegation

Scheme of Delegation

On behalf of the Loughborough Town Deal Board, the Delivery Sub Group may:

- *Insert list of sub delegations agreed in here...*

Professional and Administrative Support

Charnwood Borough Council shall act as the accountable body for the Town Deal Board in respect of financial matters, and its financial procedure rules will apply in this context. Committee management and administrative support to the Board will be provided by Charnwood Borough Council.

Quorum

The quorum for meetings of the Board will be five voting members, including the Chair. If there is no quorum at the published start time for the meeting, a period of ten minutes will be allowed, or longer, at the Chair's discretion. If there remains no quorum at the expiry of this period, the meeting will be declared null and void.

If there is no quorum at any stage during a meeting, the Chair will adjourn the meeting for a period of ten minutes, or longer, at their discretion. If there remains no quorum at the expiry of this period, the meeting will be closed, and the remaining items will be declared null and void.

Frequency of Meetings

Meetings will be held every two months in the first instance. The frequency of meetings can be varied following a discussion and vote of the Board, at the discretion of the Chair.

Conduct

The Loughborough Town Deal Board will be based on collaboration and business will be conducted in the spirit of partnership working and abide by the Nolan principles. All Board Members are required to sign up to the Code of Conduct set out

at Annex 1 and to declare any personal or pecuniary interests. These records will be maintained by the Lead Council and published on the Loughborough Town Deal website. All decisions will be made in accordance with the following principles:

- Due consultation will be carried out where appropriate (including taking relevant professional advice from officers);
- There will be a presumption in favour of open and transparent decision making;
- There will be a clarity of aims and desired outcomes;
- All decisions will be taken as members of the Loughborough Town Deal Board and not on behalf of specific organisations or areas;
- If a board member persistently disregards the ruling of the Chair, or person presiding the meeting, by behaving improperly or offensively or deliberately obstructs business, the Chair, or person presiding the meeting, may move that the board member be not heard further. If seconded, a vote will be taken without discussion.
- If a board member continues to behave improperly after such a motion is carried, the Chair, or person presiding the meeting, may move that either the board member leaves the meeting or that the meeting is adjourned for a specified period. If seconded, a vote will be taken without discussion.

Notice of and invitations to meetings

At least five clear working days before a meeting, a copy of the agenda and associated papers will be sent to every member of the Board. The agenda will give the date, time and place of each meeting and specify the business to be transacted and will be accompanied by such details as are available.

Voting

Board members commit to seek, where possible, to operate on the basis of consensus. Should it not be possible in a specific instance to find a consensus, the decision will be made on the basis of a simple majority. Only Executive board members are able to vote. The Chair will have the casting vote.

Matters which are the responsibility of the Accountable Body, will be reserved to Charnwood Borough Council.

Minutes

The Chair will sign the minutes of the proceedings at the next suitable meeting. The Chair will move that the minutes of the previous meeting be signed as a correct record.

The minutes will be accompanied by a list of agreed action points, which may be discussed in considering the minutes of the previous meeting should they not be specifically listed as items on the agenda for the meeting.

Minutes will be made available to the public.

Annex 1

Loughborough Town Deal Board - Code of Conduct

As per the Towns Fund Prospectus, the Government expect that Town Deal Boards align with governance and policies of the Lead Council (Charnwood Borough Council). This includes the Members' Code of Conduct (incorporating conflicts of interest), Officers Code of Conduct, Whistle Blowing policy, and Protocol on Member/Officer relations (incorporating complaints).

Charnwood Borough Council expects employees and its members to adhere to the Nolan Principles of public life. Therefore, members of the Loughborough Town Deal Board, the Community Engagement Consultation Group, the Town Deal Member Reference Group and Town Deal Programme team are expected to adhere to those same principles of:

1. Selflessness
2. Integrity
3. Objectivity
4. Accountability
5. Openness
6. Honesty
7. Leadership

Although the Government expects that The Boards' Code of Conduct must align with that of the Lead Council, there may be elements of the Lead Council's Code of Conduct and associated protocols that are not applicable to board members, in relation to the Loughborough Town Deal Board and its function.

Members of the Loughborough Town Deal Board are required to declare any interests, gifts or hospitality which they have or receive which could influence any decisions they may make as Board members.

If a complaint is received by The Board, the matter will be referred to the Lead Council and dealt with under the Lead Council's complaints policy.

Copies of the Lead Council's applicable policies, within its own Code of Conduct can be obtained via the website:

https://www.chnwood.gov.uk/files/documents/part_5_codes_and_protocols/Part%205%20Codes%20and%20protocols.pdf

Failure to adhere to the Loughborough Town Deal Board Code of Conduct could result in removal from the Board.

I agree to abide by the principles as detailed above

Signed:

Date:

Name:

Organisation:

APPENDIX 2

Draft Terms of Reference Loughborough Town Deal Board Delivery Sub-Group

1. Membership

The members of the Sub-Group shall be appointed by the Board and may be removed at any time by the Board.

The Sub-Group shall comprise of a total of 4 Board Members and be supported by Officers as required.

The Sub-Group members must be independent of any of the Town Deal Projects and have no conflicts of interest

The Board shall appoint the Chair of the Sub-Group.

The membership, Terms of Reference and structure of the Sub-Group shall be reviewed on an annual basis by the Board.

2. Purpose

- To support the Loughborough Town Deal Board and project team in administering the preparation, submission, delivery and monitoring of Town Deal Projects
- To advise the Loughborough Town Deal Board that projects satisfy the Local Assurance Framework
- To support the project team and project leads in the submission of projects to government and in their delivery
- To monitor and review the performance and delivery of projects

3. Sub Committee responsibilities

To assess and support projects to progress to full business case stage, in accordance with the Heads of Terms Agreement with Government.

To secure confirmation from the accountable body that projects meet the Assurance Framework

To undertake a final strategic assessment of projects through to contracting stage, based on the recommendations of an independent due diligence process.

To recommend to the Loughborough Town Deal Board the approval of projects for contracting and delivery, subject to final approval by the Accountable Body.

To monitor the performance of approved projects on a quarterly basis during the delivery stage and in accordance with the terms set out within the Grant Funding Agreements for each project and to make recommendations to the Loughborough Town Deal Board on interventions that may be necessary

To support Programme delivery through regular project review, particularly in respect of:

- Project stage and Planning status
- Funding sources and status of match funding
- Key Issues
- Continued Strategic need
- Economic Case, including assessment of outputs and value for money.
- Commercial Case, including market assessment and development appraisal as relevant to the scheme.
- Financial Case, including review of the mechanism for investment, procurement, state aid and legal compliance.
- Management Case, including assessment of deliverability, programme, and milestones.
- Overall Delivery Risk Assessment

To support Business case development through Partnership working and use of specialist working groups (making use of existing governance structures wherever possible):

- To prepare progress reports on business case development to enable assessment, prioritisation, and approval of projects.
- To receive reports from project leads in respect of programme projects;
- To support the Board in promoting the Town Deal Programme and Investment Plan and advocating for support from partners.
- To maintain a pipeline of projects for consideration in the event of additional funding becoming available or the non-delivery of selected projects.
- To regularly review the structure, size and composition (including the skills, knowledge, experience and diversity) of the Sub-Committee and make recommendations to the main Board (hereby referred to as the 'Board') with regard to any changes.
- To work and liaise as necessary with the Board and to consider any other matters as may be requested by the Board.

4. Professional and Administrative Support

Committee management and administrative support to the Sub-Group will be provided by Charnwood Borough Council.

5. Quorum

A quorum shall be 2 members present, including at least one independent representative and the Sub-Group Chair. If there is no quorum the meeting can continue for discussion purposes only but no decisions can be made.

6. Frequency of meetings

The Sub-Group will meet at least four times a year. The Sub-Group may meet at other times during the year as agreed between the members of the Sub-Group or as otherwise requested by the Board and may approve recommendations via written procedure, including via electronic communication.

Only members of the Sub-Group have the right to attend Sub-Group meetings but other non-voting representatives and external advisers may be invited to attend all or part of any meeting as and when appropriate, provided that that such parties agree to be bound by the Code of Conduct, and shall be entitled to speak at the meeting with the prior permission of the Chair

7. Conduct

Members of the Sub-Group shall abide by the agreed Board Code of Conduct and return Declaration of Interests on an annual basis.

The Sub-Group shall give due consideration to all laws and regulations as appropriate.

The Sub-Group will, from time to time, consider projects and proposals of a “commercial in confidence” or sensitive nature. All Board Members and Observers will observe the need for confidentiality in this respect.

The Sub-Group may amend these Terms of Reference at any time and will be reviewed annually by the Town Deal Board

If a Sub-Group member has a pecuniary or personal interest in a matter to be discussed at a meeting the member shall immediately declare the nature of the conflict or potential conflict and withdraw from all or part of any meeting where the conflict would be relevant.

8. Notice of Meetings

Meetings of the Sub-Group shall be called by the secretary of the Sub-Group at the request of the Chair of the Sub-Group or the Board.

Unless otherwise agreed, a copy of the agenda and associated papers will be sent to every member of the Sub-Group five clear working days before the meeting. The agenda will give the date, time and place of each meeting and specify the business to be transacted and will be accompanied by such details as are available.

Any supporting papers shall be sent to each member of the Sub-Group and other attendees (as appropriate) at the same time.

9. Decisions

Each member of the Sub-Group shall have one vote which may be cast on matters considered at the meeting. Votes can only be cast by members attending a meeting of the Committee.

Other representatives and external advisors invited to a meeting of the sub-committee will not be able to vote on decisions made by the sub-committee.

Any decision of the Sub-Group must be a majority decision.

If a matter that is considered by the Sub-Group is one where a Sub-Group member, either directly or indirectly has a personal interest, that member shall not be permitted to vote on that matter and may not take part in discussions relating to that matter. In this instance, the Sub-Group member shall be required to leave the meeting until such time as the matter has been dealt with and any vote has taken place.

Save where he or she has a personal interest, the Chair will have a casting vote.

A resolution in writing, send to all members entitled to receive notice of a meeting of the Sub-Group and agreed in writing by a majority of the members shall be valid and effectual as if it has been passed at a meeting duly convened and held and may consist of several documents in materially the same form each agreed in writing by one or more members. This includes via the use of electronic mail.

Decisions identified by the Sub-Group that require urgent agreement that does not allow for a Board meeting to be convened can be made by the full approval of the Co-Chairs of the Board.

10. Reporting

The proceedings and resolutions of meetings of the Sub-Group, including the names of those present and in attendance, shall be minuted by the secretary of the Sub-Group.

Draft minutes of each meeting will be circulated to all members of the Sub-Group. Once approved, the minutes of each meeting will be submitted to the Board as a formal record of the decisions of the Sub-Group on behalf of the Board unless it would be inappropriate to do so. If information discussed at the Sub-Group meeting is of a business sensitive or confidential nature this information will be shared as a confidential note to the Board and not published on the Loughborough Town Deal Website.

The Sub-Group shall produce an annual report, summarizing project progress and spend and any other matters pertinent to the delivery of the programme. This report will be presented to the Board.

LOUGHBOROUGH TOWN DEAL BOARD

27TH SEPTEMBER 2021

Item 5 – Programme Management

1. Introduction

- 1.1 This report presents to the Board proposals for a suite of documents which will underpin the requirements of the Project Assurance Framework.

Recommendations:

The Board considers and approves:

- 1) The programme management process detailed in section 3 of this report,
- 2) The completion of a Project Initiation Document by each project by 1st November 2021,
- 3) The usage of the council's project templates by the project leads to manage, monitor, record and report on their projects,
- 4) The format of the Board reports set out in section 6 of this report.

2. Background

- 2.1 At its meeting on 16th August 2021, the Town Deal Board considered key elements of the Town Deal Programme including the Programme Structure and Resources which would deliver the projects to time and cost and meet the full requirements of the Project Assurance Framework.

3. Programme Management process

- 3.1 MHCLG have directed that project funding will not be made available until they receive and approve a Project Assurance Framework for the Town Deal programme.
- 3.2 The Project Assurance Framework sets out the key responsibilities of the Accountable Body and the Project leads. For it to be a fully effective programme it should have in place a management structure to monitor, report, record progress and to identify risks. The project assurance framework is discussed in agenda item 6.

3.3 The programme structure including the management, recording and reporting will follow the seven principles of the Prince 2 Project Management methodology.

3.4 The project management process will follow the Prince 2 seven principles, these are:



	Principle	Description
1	Continued Business Justification	Viable investment proposition and project management focusing on delivery of objects throughout the project
2	Learn from Experience	Documenting lessons learnt throughout the project
3	Defined Roles & Responsibilities	An organisation structure that engages the Business Sponsor, User and Supplier Stakeholder interests
4	Manage by stages	Stages include, Business Case, Project plan, Strategies for Managing risk, issues, changes, quality, Products and Communications
5	Manage by exception	Delegated authority for decision making, Board, Sub-Group, Project Manager and Project leads
6	Focus on products	Products to meet the agreed quality criteria set in the product description
7	Tailor to suit the project environment	Project controls and progress measurement are based on - project size, environment, complexity, importance, capability and risk

4. Project Initiation Document (PID)

- 4.1 It is essential to have a PID for each project to ensure we have determined the project scope, the business case, risks, and other crucial details which will set the direction of the project and its relationship with the key stakeholders.
- 4.2 Key elements of the PID are:

1) Project Definition

- Scope
- Objectives
- Justification
- Approach
- Constraints

2) Project Organisation and Control

- Project Organisation Structure
- Roles and Responsibilities
- External Project Costs / Cost Control
- Project Communication Plan
- Control of Issues and Risk

3) High Level Project Plan

4) Risk Management

- 4.3 The projects will be required to complete a PID for their projects by 1st November 2021.

5. Project records and reports

- 5.1 Each project will be provided with templates to record and report progress to the Board. These will include:
- i. Project Initiation Document (PID) Template
 - ii. Meeting's report
 - iii. Highlight report
 - iv. Issue's log
 - v. Project Plan
 - vi. Business Case Template
 - vii. Public Sector Equalities Duty (PSED) guide
 - viii. Communication Plan template

6. Board and Sub-Group reporting process

- 6.1 Programme reports will be submitted to the Board or the Subgroup (as determined by Board's Terms of Reference agreed in item 4 of the

agenda) and will include the programme plan with a Red, Amber and Green (RAG) rating for the current month and previous month, it will provide the progress of the project and or specific activity and identify if a situation is slipping or improving. Example - Appendix A

- 6.2 The Programme risks section will identify key issues enabling the Sub-Group, Project Team and the Board to focus on situations requiring mitigation.
- 6.3 For projects that are rated as having a red status in the programme report, the Board will receive detailed reports by exception.
- 6.4 The Board will receive updates on any key achievements or upcoming milestones, including an update on actual spend versus budget.
- 6.5 The Board or the Sub-Group (depending on the scheme of delegation will also receive a project highlight report for each of the 11 projects detailing inter alia: project progress, issues, risk, finance, past month achievements and outlook for next month against the project plan. The Board or the subgroup (depending on the scheme of delegation) will also receive a project highlight report for each of the 11 projects detailing inter alia: project progress, issues, risk, finance, past month achievements and outlook for next month against the project plan.

7. Appendices

Appendix A – example of a project update report

APPENDIX A

PROJECT UPDATES (example)

BUSINESS CASE	COMPLETION DATE (including full independent assurance and approval)	PROGRESS UPDATE	KEY RISKS	OUTCOMES MANAGEMENT
PROJECT 1 Living Loughborough	31/01/21	Project lead provides headline information on progress towards business case and project initiation	Project lead ensures Board sighted on any key risks or new risks	RAG rating of whether project can deliver planned outcomes
PROJECT 2 Bedford Sq. Gateway	31/03/21			
PROJECT 3 Lanes and Links	31/03/21			
PROJECT 4 Flood Protection and Mitigation	31/01/21			
PROJECT 5 Loughborough Bellfoundry	31/01/21			
PROJECT 6 Great Central Railway	Fast-track 15/10/21			

LOUGHBOROUGH TOWN DEAL BOARD

27TH SEPTEMBER 2021

Item 6 – Draft Project Assurance Framework

1. Introduction

- 1.1 This report explains the requirements for a Local Assurance Framework against which a Town Deal and its projects will be managed and governed in accordance with the agreed MHCLG Heads of Terms.

Recommendation: That the Board advises the Project Team of its preferred option (see Section 3.6) for approving the local assurance framework.

2. Background

- 2.1 At its meeting on 19th July 2021, the Town Deal Board considered a report seeking endorsement of the decision by the Co-Chairs to accept the Ministry of Housing Communities and Local Government (MHCLG) Heads of Terms for a Loughborough Town Deal. That report highlighted general conditions that must be met in order to accept the funding offer, including that business cases are in line with the council's local assurance processes.
- 2.2 At the meeting on 16th August 2021, the Board advised the project team to develop proposals for the development of a project assurance framework.
- 2.3 On 8th September 2021, MHCLG advised the Project Team that the date for the submission of fast track projects had been brought forward to 15th October 2021 and 14th January 2022.

3. Local Assurance Framework

- 3.1 The purpose of the Local Assurance Framework is to set out how the Town Deal programme and its projects will be managed and governed, taking account of the Heads of Terms agreed with Government
- 3.2 MHCLG have not set out comprehensive advice on the content of local assurance frameworks. Instead, they have pointed to the Local Government Governance and Accountability Framework and the Frameworks prepared by frontrunner town deal locations as examples. They have provided advice on the specific elements that sit within the Framework including for example: project prioritisation, business cases and their assessment and funding allocation.
- 3.3 The Local Assurance Framework must accompany the project business case and the Summary Document at the point they are submitted to MHCLG.

3.4 In essence the Local Assurance Framework is a suite of procedures, information and guidance including:

- The Town Deal governance structure
- Terms of reference for the Board and any sub groups
- An explanation of how business is administrated
- The code of conduct for members
- The register of interests
- The role of the Accountable Body (CBC) and its relationship to the Board
- The role of the S151 finance officer
- The process by which TIP projects are prioritised and agreed
- The process and templates for preparing business cases and how business cases are assessed, the approval process and who approves them
- The scope of the due diligence required to assess business cases
- The process for notifying project leads and issuing funds subject to a grant funding agreement
- The process for monitoring and managing projects once they have been approved
- Procedures and circumstances for clawback or to make variations to the grant funding agreement
- Arrangements for maintaining a pipeline of schemes to bring forward if priority projects should withdraw from the process.

3.5 the Local Assurance Framework was programmed to be presented to the Town Deal Board at the scheduled meeting on 21st October 2021. However, with the submission date having been brought forward to 15th October 2021 for fast track projects there is a need to consider how the Framework can be approved by Board so it is available in time for the submission.

3.6 Much of the information required already exists and a draft Framework has been prepared. However, it needs to be considered by the Council's Monitoring Officer and S151 Officer before it can be considered by the Board. Given the shortness of time available to approve the Framework there are three options open to the Board to consider so that it is approved in time to support the first fast tracked submissions:

1. Circulate the Framework to all Board members by email and seek approval of its content;
2. That the Board delegates authority to the Co-Chairs to consider the Framework and approve the final version with Board endorsement in retrospect; or
3. That the Board delegates authority to the Delivery Sub-Group, subject to this role being made clear in its Terms of Reference.

LOUGHBOROUGH TOWN DEAL BOARD

27TH SEPTEMBER 2021

Item 7 – Project Update

1. Introduction

- 1.1 This project update report explains how the Town Deal projects were prioritised and submitted to MHCLG and gives an update and overview of the current status of project activity including the next stages for the fast track projects and the preparation of business cases.

Recommendations:

- 1) That the Board endorses the reallocation of funding to the Lanes and Links project, with a reduced scope of works within a budget of £669k. To include it as one of the projects selected for delivery,
- 2) The Board endorses the amendment of the Programme Support budget from £414k to £845k.

2. Background

- 2.1 At the 16th August 2021 Board meeting it was agreed to progress the selected projects to the next stage and submit them to MHCLG for delivery in accordance with the Heads of Terms Agreement (HoT) by 27th August 2021.
- 2.2 It was also agreed that the Sub-Group be continued so that the implementation stage of the process could be overseen.

3. Lanes and Links Project

- 3.1 Following a review of the allocation of Town Deal Funding to the projects it was noted that there was an overallocation of funding to the GCR project. Project match funding had been shown as the total of the match and the Town Deal ask in error. This meant a further £700k of funding was available for allocation.
- 3.2 At the 7th September 2021 Sub-Group meeting, Members agreed to reallocate some of this funding to the Lanes and Links project which was ranked 11th in the project prioritisation process. The Sub-Group also reconsidered the amount of funding required for Business Cases and Programme Management support.
- 3.3 The proposal put forward by the Sub-Group was for the Lanes and Links project to be rescoped from £1.6m to £669k and the Business Case and Programme Management support budget be amended to £845k. This

matches the 5% programme support allowance announced by MHCLG in July 2021

- 3.4 The Lanes and Links project indicators have been amended to within the limit of the rescope works, see Appendix A.
- 3.5 The amended Lanes and Links project was included in the 27th August 2021 project confirmation submission to MHCLG

4. Fast tracked Projects

- 4.1 The Towns Fund team informed the Project Team on the 8th September 2021 that they have brought forward the deadline for fast tracked projects from the original 28th October 2021 date to the new date of 15th October 2021.

Summary Documents submission change of dates:

Original Date	New Date
By 28 October 2021	By 15 October 2021
By 28 January 2022	By 14 January 2022

- 4.2 The change of date to the 15th October 2021 significantly impacts on the project leads' ability to complete their business cases and the Summary Documents and submit by this date.
- 4.3 MHCLG have directed that all projects require full Business Cases to be completed except where the project meets a set criteria. If projects meet that criteria, then a proportional approach can be taken guided by their 'Proportionality Tool'.
- 4.4 The Proportionality Tool covers the same areas required for a full Business Case but allows a lighter touch if significant information and evidence already exists. It gives guidance on how to assess if it is justified to commit new resources for the development of a Business Case for a project.
- 4.5 Officers are working with the project leads to use the MHCLG Proportionality Tool as a way of fast tracking the projects.
- 4.6 The proportionality tool guidance says:

Key questions to consider for the level of detail and effort required for your business case as a whole include:

- *Is your project large (smaller projects – e.g. <£1m – require less detail compared to larger projects – e.g. projects over £25m)?*
- *Is the project of regional or national significance?*

- *Is it a complex or innovative project?*
- *Is this the first time you have delivered a project of this kind?*

If you answer 'Yes' to one or more of these questions, you will need to produce a more detailed business case.

- 4.7 Project leads have been asked to consider the key areas above and confirm if their projects would satisfy the Proportionality Tool criteria so that lighter touch business cases can be prepared. Five projects are currently considering the fast track process, they are:

Project	Update	Submission Status
i. Careers and Enterprise Hub	The project scope requires changing from the installation of a lift to installation of windows & Doors	15 October 2021
ii. Bedford Sq. Gateway	The Proportionality Tool has been used and this confirms a lighter touch business case may be prepared. The project lead is now considering the project supporting documents to consider if the Project Assurance Framework can be met.	15 October 2021
iii. Bell foundry	Is running the Proportionality Tool to see if they can take a lighter touch on their business case	15 October 2021
iv. Riverside Regeneration, Canal Trust	Have requested earlier release of the 5% programme support funding to be able to commit to the design phase now so they can build accurate costs to develop the Business Case.	14 January 2022
v. Great Central Railway	Limited resources to fully assess the use of the proportionality tool and to complete a Business Case by 15 October and therefore likely to require programme support to run the proportionality tool and prepared business case for second tranche in January 2022	14 January 2022

- 4.8 There is potential for three projects to be fast-tracked, Bedford Sq. Gateway and the Bell Foundry and the Careers and Enterprise Hub (subject to the change of project scope being agreed).
- 4.9 The Riverside Regeneration, Canal Trust and the Great Central Railway require further consideration to assess if they will be able to be fast tracked for submission in January 2022.

5. Town Deal Delivery Sub-Group meeting

- 5.1 The Town Deal Delivery Sub-Group met on the 7th September 2021 to begin the implementation stage of the process.
- 5.2 The Sub-Group considered its role and responsibilities and discussed a Terms of reference. These are considered in item 4 on this agenda. It also reviewed the Project Confirmation Submissions and the areas of work required for the Project Assurance Framework; these were:
- Board Terms of Reference
 - Governance structure
 - S151 Officer Role
 - Monitoring and Evaluation framework
 - Risk Management
 - Contracts – Grant Officer Agreement
 - Independent Assurance Process
- 5.3 The Delivery Sub-Group set the date for the completion of the Project Assurance Framework so it could be approved at the next Board meeting on 21st October 2021. However, the submission date for fast track projects subsequently changed from 28th October to 15th October 2021 and therefore special arrangements will be required to ensure the Project Assurance Framework is in place to support the submission of fast track projects. The options for this process is considered under item 6 on the agenda.
- 5.4 The Sub-Group reviewed the progress of the fast-track projects, the draft Programme Structure and the Business Cases and Grant Funding Process. However, there were unable to make any decisions in the absence of any delegated authority from the Board at this juncture.
- 5.5 The planned meeting on 13th October 2021 has been specially arranged to review the business cases for projects that are ready to be submitted on 15th October 2021.
- 5.6 The Board are asked to consider how the fast track projects are to be signed off under item 4 of the agenda.

6. Role of the S151 officer

- 6.1 The role of the S151 Officer will be set out in the Project Assurance Framework. The Terms of Reference are proposed to be amended to include a finance representative on the officer team of the Town Deal.

7. The Board and Sub-Group Terms of Reference (ToR's)

- 7.1 The Town Deal Board terms of reference have been amended to take account of the new Delivery Sub-Group. Terms of reference for the Delivery

Sub-Group and the amendments to the Board Terms of reference are considered in item 4 of the main agenda.

8. Stakeholder Meetings

- 8.1 The Member Reference Group meeting has been arranged for 18th October 2021.
- 8.2 The Community Engagement Group meeting has been arranged for 5th October 2021.
- 8.3 Loughborough Town Team meeting on 20th September 2021, was cancelled and instead a Town Deal update is being circulated by email.

9. Communications and Public Engagement

- 9.1 A press release about the projects being finalised was issued on 27th August 2021. It resulted in the following coverage:
 - Fosse 107 – August 27
 - Leicestershire Live - Sept 1
 - East Midlands Business Link – Sept 1
 - Loughborough Echo – Sept 9
- 9.2 The release was also shared on the Loughborough Town Deal website, the Council website, the Town Deal Twitter account and the Council's social media channels, including Twitter, Facebook and LinkedIn. It was also shared via the Council's email alerts to around 10,000 subscribers.
- 9.3 Two press releases have been issued regarding the casting of the first quarter bells of the Hope Bell project. The releases were issued on 8th September, before the casting, and 13th September, after the casting. They resulted in the following coverage:
 - Fosse 107 – Sept 8
 - BBC Radio Leicester – Sept 11
 - East Midlands Today – Sept 11
 - ITV Central – Sept 12
 - Fosse 107 – Sept 13
- 9.4 The releases were also shared on the Loughborough Town Deal website, the Council website, the Town Deal Twitter account and the Council's social media channels, including Twitter, Facebook and LinkedIn. It was also shared via the Council's email alerts to around 10,000 subscribers.
- 9.6 A short video was also made by the Council's comms team which was shared on Twitter and LinkedIn.

10. Communications - next steps

- 10.1 The Council's communications team will contact projects about highlighting the projects over the coming months.

11. Appendices

Appendix A - Lanes and Links, rescope of work / reduced indicators

APPENDIX A

Lanes and Links, rescope of work / reduced indicators

INDICATORS	Target TIP Submission	Target 27 Aug 21
£ spent directly on project delivery (either local authority or implementation partners)*	£1,600,000	£669,000
£ co-funding spent on project delivery (private and public)*	£120,000	£120,000
£ co-funding committed (private and public)*	£120,000	£120,000
Amount of public realm improved - Length Lanes & Pathways improved	1000m2	500m2
# potential entrepreneurs assisted - Businesses / artists / entrepreneurs engaged and supported	30no.	15no.
Events commissioned and supported	10no.	5no.
Amount of public realm improved - Installation of the Hope Bell and associated open space	1no.	1no.
Year on Year monthly % change in footfall - Increase in footfall through the Lanes over 3 years from a baseline	2no.	2no.
Rate below the national average for commercial premises vacancy rates in the vicinity of the Lanes within 3 years of completion	2no.	2no.
Reduction in reported incidents of antisocial behaviour and crime in the Lanes within 3 years of completion	6no.	6no.
Increased utilisation of digital technologies, by businesses and visitors, to access and/or supply goods and services within 3 years of completion	25no.	25no.
Improvement in public perception of the Lanes experience within 3 years of completion	6,000%	100%