



Title of Report:	Causeway Growth Deal Governance Framework & Roles and Responsibilities pre-Heads of Terms
Committee Report Submitted To:	The Leisure & Development Committee
Date of Meeting	17 August 2021
For Decision or For Information	For Decision

Linkage to Council Strategy (2019-23)	
Strategic Theme	Accelerating our Economy and Contributing to Prosperity
Outcome	The Council will work with partners to maximise investment funding opportunities from external sources.
Lead Officer	Director of Leisure and Development

Budgetary Considerations	
Cost of Proposal	£50k - £70k
Included in Current Year Estimates	Yes
Capital/Revenue	Revenue
Code	Not applicable
Staffing Costs	Yes

Screening Requirements	Required for new or revised Policies, Plans, Strategies or Service Delivery Proposals.		
Section 75 Screening	Screening Completed:	No	Date:
	EQIA Required and Completed:	No	Date:
Rural Needs Assessment (RNA)	Screening Completed	No	Date:
	RNA Required and Completed	No	Date:
Data Protection Impact Assessment (DPIA)	Screening Completed:	No	Date:
	DPIA Required and Completed:	No	Date:

1.0 Purpose of Report

The purpose of this paper is to outline the proposed Governance Framework, including roles and responsibilities of the Causeway Growth Deal pre Heads of Terms.

2.0 Background

Causeway Coast and Glens is set to receive £72m capital funding for a Growth Deal after the NI Executive agreed to match fund the UK Government's Growth Deal allocation. The Growth Deal capital fund will be used to support digital and innovation projects. The Executive investment will focus additional funding on supporting infrastructure, tourism, and regeneration along with employability and skills.

3.0 Proposals

Growth Deals are models of economic growth which provide regions with the opportunity to:

- Take charge and responsibility of decisions that affect their area.
- Do what they think is best to help businesses grow.
- Identify priorities for economic growth in the region.
- Decide how funding should be spent to meet those priorities.

Following members commitment to a Growth Deal in October 2019, Council established a Growth Deal Working Group to deliver upon each of the key priorities identified above. The Working Group is made up of eight Councillors, Council Officers; with representatives from Ulster University..

In May 2021, Full Council ratified the six key themes/ sectors and 14 projects to be taken forward for further assessment by way of Strategic Outline Cases (SoCs) (see **Annex A**).

4.0 Governance

Pre-Heads of Terms, Officers have prepared a standalone Causeway Growth Deal Governance Framework & Roles and Responsibilities Document (see **Annex B**). The governance arrangements enable decisions relating to the development of the 14 SoCs to be taken in an open and transparent manner.

Causeway's partners recognise that delivering the ambitions of the CGD requires alignment between local, regional and national ambitions, policies and resources. The governance arrangements outlined in the attached document empower partner organisations to:

- Operate strategically and collectively to fully realise the economic potential of the region;
- Respond to issues critical to the economic wellbeing of the region;
- Unlock economic assets; and
- Decide on the alignment of resources in projects and programmes with the greatest economic potential.

5.0 Roles & Responsibilities

Section 3.0 of the attached document (**Annex B**) sets out the respective roles and responsibilities for each of these bodies. In summary:

- **Council** will be the accountable body for the CDG. As the decision making body, Council will provide strategic oversight for the development of the CDG, ensuring that the CDG continues to be aligned with the vision for inclusive economic growth.
- **The Executive Programme Board** will drive the delivery of the 14 SoCs and CGD programme in accordance with the requirements of the Heads of Terms (when drafted) and agreed governance arrangements. The Board will be responsible for issue resolution and responsible for oversight of stakeholder negotiations and engagement. The Board will consist of Councillors, Causeway Coast & Glens Chief Executive; Ulster University Coleraine's Vice Chancellor and the Chief Executive of both the North West Regional College and Northern Regional College, the SRO for the Deal, Council's Finance Director and observers from NICS. Councillors represented on the Board are required to have the necessary delegated authority requirements in place to make key decisions on behalf of their parties.
- **The Senior Responsible Officer** is accountable for the programme meeting its objectives, delivering the required outcomes and realising the required benefits. The Senior Responsible Officer is accountable for all aspects of governance and finance and is accountable to the Executive Programme Board.
- The **Central Programme Management Office (PMO)** will initially comprise a Programme Director, Programme Managers and Programme support team. The Central Programme Office will provide the overall day-to-day support for the CGD. Finance and governance frameworks will ensure a consistent and transparent approach is applied to the overall programme and an engagement strategy with stakeholders will help ensure that a wide range of views are heard and reflected in the SoCs.

6.0 Decision Making

Decision making shall be in accordance with the delegated model described in the attached document (**see Annex B**). Council will provide an oversight role in ensuring that the CGD programme is aligned with the agreed vision for inclusive economic growth for the area and the Executive Programme Board will ensure the delivery of the CGD programme. The Central Programme Management Office will guide and shape the development of SoCs within the framework that has been agreed between the Executive Programme Board and the UK and NI Governments.

Significant changes to the governance model as outlined above, including changes to remits or duties, will be discussed with partners before consideration by the Executive Programme Board. The Board will agree quality standards and templates for key products with the UK and NI Governments and any proposed change to these products should be raised with the Programme Board.

7.0 Next Steps

In terms of next steps, the following actions are progressing.

- Development of a CGD Framework for Consultancy Support to progress 14 SoCs;
- Review ongoing resource requirement (administrative and financial support).
- Agree proposals with project partner organisations and NICS Departments to move towards signing of Heads of Terms.

8.0 Recommendation

Using the proposed pre-Heads of Terms governance structure progress with the development / completion of the 14 SOCs by the end of this current financial year.

Annex A – Causeway Coast & Glens Growth Deal Shortlisted Projects

Innovation	Tourism & Regeneration	Infrastructure	Employability & Skills	Digital Connectivity	Energy/ Green Economy
<ul style="list-style-type: none"> • Enterprise Zone Digital Innovation Hub. • School of Veterinary Medicine at UU • Centre for Drug Discovery and Pharmaceutical Innovation. • Foodovation Centre at NWRC 	<ul style="list-style-type: none"> • Bushmills Regeneration Programme • Dungiven Regeneration Programme • Greenway Infrastructure • Mountsandel Development • Regeneration of Dunluce Castle 	<ul style="list-style-type: none"> • Connected Causeway Traffic & Parking Infrastructure 	<ul style="list-style-type: none"> • Skills, Apprenticeships and Employability Projects 	<ul style="list-style-type: none"> • Digital Infrastructure Support Fund • Rural Hubs (including Grow the Glens, Garvagh Innovation Hub & East Lighthouse - Rathlin Island) 	<ul style="list-style-type: none"> • Girona Project

Figure 1.0: Summary of Causeway Coast & Glens Growth Deal Themes/Project

ANNEX B

Causeway Growth Deal
Governance Framework & Roles and Responsibilities Document
Pre-Heads of Terms
v1.0

Contents

Section 1 Context and Principles

Section 2 Governance Structures

Section 3 Roles and Responsibilities

Section 4 Decision Making

DRAFT

Version	Date	Brief Summary of Change	Owner
V.1.0	July 2021	Causeway Growth Deal Roles and Responsibilities pre Heads of Terms for notation at August Growth Deal Working Group.	Niall McGurk

Section 1: Context and Principles

This document sets out effective and accountable governance arrangements for the Causeway Growth Deal (CGD) pre Heads of Terms. The governance arrangements enable decisions relating to the development of the 14 Strategic Outline Cases (SoCs) to be taken in an open and transparent manner.

Securing inclusive growth for the Causeway region

Causeway's partners recognise that delivering the ambitions of the Causeway Growth Deal requires alignment between local, regional and national ambitions, policies and resources. The governance arrangements outlined in this document empower partner organisations to:

- operate strategically and collectively to fully realise the economic potential of the region;
- respond to issues critical to the economic wellbeing of the region;
- unlock economic assets; and
- decide on the alignment of resources in projects and programmes with the greatest economic potential.

Political leadership and direction

Community leadership is at the heart of modern local government and is a critical role fulfilled by Councillors in the Causeway Region. Councils work in partnership with local communities and other organisations to develop a vision for their local area, working together to improve the quality of life of citizens. In developing a proposition for the overall Causeway region, we have brought forward proposals to reflect local priorities and opportunities within the context of a collective vision for inclusive growth across the region. This new, shared approach to tackling economic challenges, bringing together key economic partners to develop an agreed programme of investment that unlocks the potential of the region's economy is central to all City and Growth Deals.

The role of Council is central to the proposed new governance framework, ensuring that the CGD is aligned with the vision of inclusive economic growth, providing political leadership for the Deal and helping to build political consensus. Elected representatives play a primary role in championing such opportunities and inviting and securing support from key stakeholders across all levels of government and within the private sector. Councillors also have a key role to play in ensuring that partners adopt the necessary governance and financial arrangements to secure the confidence of all stakeholders in the delivery of the CGD.

Elected representatives will also bring the views and priorities of their local areas to the ongoing development of the CGD programme. They will be responsible for ensuring that they invest appropriately in programme and project development, respond proactively to challenges and opportunities during project development and adapt and amend their projects so that they respond effectively to economic priorities.

Delivering a strong regional partnership

The partners involved in prioritising Growth Deal projects to date have taken a collaborative and holistic approach to the development of the region's economy by focusing on projects that demonstrated the potential to support a step change in the economic prosperity of the Causeway region, while spreading the benefits of growth in a balanced way geographically and ensuring a positive impact on the most deprived communities.

After the successful SoCs have been confirmed by the Ministry of Housing, Communities & Local Government (MHCLG) and the NI Executive, future phases will involve partners continuing to work together to prepare a Heads of Term document whilst continuing to reflect emerging economic priorities. The partners agree that ensuring sufficient scale and quality of governance to manage financial and policy risks will be key to effective delivery. The governance arrangements will operate in a way that best delivers inclusive growth and accountability, and will be underpinned by stakeholder engagement processes.

Financial diligence

Throughout all the phases of the Growth Deal, Causeway Council will be bound by principles of personal responsibility for the propriety and regularity of the finances under their stewardship and for the economic, efficient and effective use of all related resources. Effective monitoring, review and risk management processes will be integral to delivery of the Programme and we will continue to be guided by best practice.

Stakeholder engagement

The region has strong private and third sector relationships that will underpin the governance arrangements. Harnessing their understanding of regional strengths and opportunities is critical to the region's success. Business and third sector voices will help to develop the SoCs to realise our overall ambitions to tackle barriers to efficiency and inclusive growth and drive sustainable economic development.

Section 2: Structures

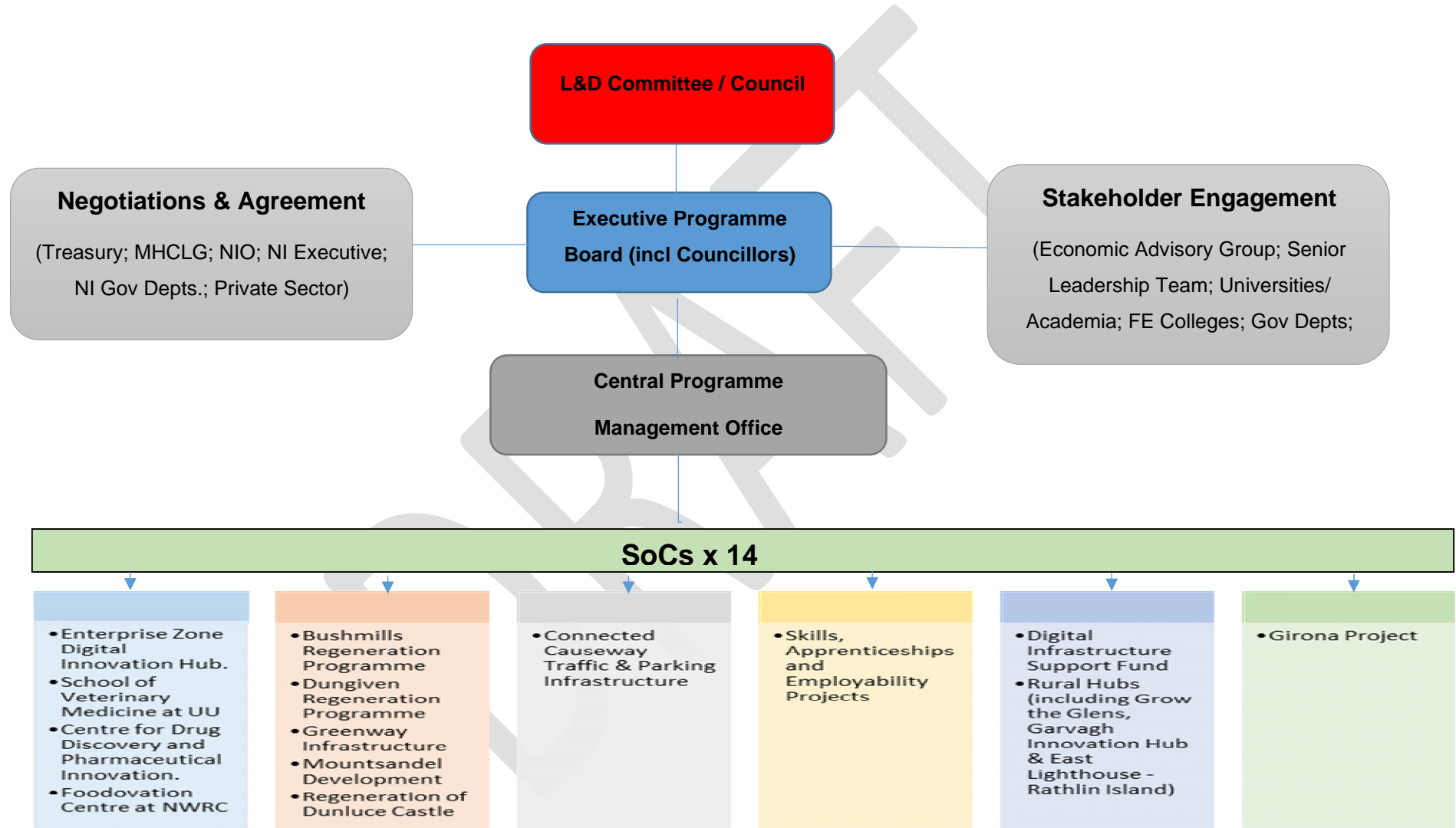
A diagram illustrating the proposed Growth Deal governance structure pre-Heads of Terms is included at Figure 1.0 overleaf. It comprises roles for an Executive Programme Board and Central Programme Office to support the development of each of the 14 SoCs.

The Central Programme Office will provide the overall day-to-day support for the Programme. Finance and governance frameworks will ensure a consistent and transparent approach is applied to the overall programme and an engagement strategy with stakeholders will help ensure that a wide range of views are heard and reflected as the SoCs are developed.

This document sets out the respective roles and responsibilities for each of these bodies.

DRAFT

Figure 1: Causeway Growth Deal Proposed Governance Structure



Section 3: Roles and Responsibilities

L&D Committee/ Full Council

Membership

The accountable body for the CGD will be Council. Each meeting will be chaired by a nominated Chair, supported by a Vice Chair.

Role

Council will fulfil an oversight role in relation to the development of the CGD, ensuring that the CGD continues to be aligned with the vision for inclusive economic growth. Council will meet regularly during the development of the CGD, enabling Councillors to oversee and shape the direction of the programme.

Remit

Key areas that the CGD will focus on will include:

- Developing and signing-off on all 14 SoCs before issuing to MHCLG and the NI Executive for review/approval.
- Providing political leadership and building political consensus
- Building the partnership and identifying opportunities for further collaboration
- Retaining focus on delivery of the vision for inclusive growth
- Championing the opportunity created by the CGD and building support from key stakeholders

Executive Programme Board

Membership

The Board will consist of Councillors, Causeway Coast & Glens Chief Executive; Ulster University Coleraine's Vice Chancellor and the Chief Executive of both the North West Regional College and Northern Regional College, the SRO for the Deal and observers from NICS.

Remit

The Executive Programme Board will drive the delivery of the CGD programme in accordance with the requirements of the Heads of Terms (when drafted) and agreed governance arrangements. The Board will be responsible for issue resolution and responsible for oversight of stakeholder negotiations and engagement.

Duties

Responsibilities will include directing the overall programme of work necessary to ensure delivery of:

- production of SoCs
 - a Deal document incorporating all elements included within the Heads of Terms
 - a robust Financial Plan
 - an Implementation Plan summarising key milestones, resources, outputs and risk mitigation
 - effective governance, assurance and risk frameworks and processes
 - production and sign-off of Outline Business Cases (OBC)s
 - readiness for development of Full Business Cases
- Overseeing negotiations with UK and NI Governments
 - Agreeing the programme for investment for each of the shortlisted SoCs
 - Approving Phase 2 Programme Definition and resourcing of Central Programme Office
 - Defining the acceptable risk profile and risk thresholds for the programme
 - Ensuring appropriate political engagement and ownership in accordance with agreed governance arrangements
 - Ensuring that necessary commercial and business focus is delivered across the programme
 - Agreeing plans to maximise programme integration
 - Reviewing progress, resolving outstanding issues and agreeing future steps
 - Approving an MOU for joint delivery of the CGD and reviewing same at agreed intervals

Senior Responsible Officer

Remit

The Senior Responsible Officer (SRO) is ultimately accountable for the programme meeting its objectives, delivering the required outcomes and realising the required benefits. The SRO is accountable for all aspects of governance and finance and is accountable to the Executive Programme Board.

Duties

Responsibilities include:

- Providing clear leadership and direction for the programme
- Overseeing arrangements for liaison with the UK government, Treasury and NICS in accordance with the requirements of the Programme
- Ensuring that the necessary resources are provided to support effective programme delivery and oversight of the Central Programme Office

- Ensuring the programme delivers a coherent capability, achieves its strategic outcomes and realises its benefits
- Establishing programme governance and finance arrangements and ensuring appropriate assurance is in place
- Monitoring the key strategic risks facing the programme

Central Programme Management Office

The Central Programme Management Office (PMO) will initially comprise a Programme Director, Programme Managers and Programme support team.

Duties

Responsibilities will include:

- Leading in the preparation of the 14 SoCs.
- Being the first point of contact for UK and NI Governments
- Coordinating and delivering Growth Deal products and documentation required by Government
- Providing secretariat for the Governance Structures including the CGD Council and the Executive Programme Board as required, supporting members and building competence
- Developing and overseeing the Governance, Assurance, Legal and Finance frameworks for the Programme
- Establishing and maintaining effective systems for financial reporting and information management
- Identifying opportunities to develop partnerships and engage stakeholders across the region
- Assessing capacity, including support for skills development and managing relationships with external contractors
- Monitoring and auditing progress towards delivering 14 SoCs
- Preparing reports for the UK and NI Governments on delivery programmes and outcomes of the Deal.

Section 4: Decision Making

Decision Making Authority

Decision making shall be in accordance with the delegated model described in this document. Council will provide an oversight role in ensuring that the CGD programme is aligned with the agreed vision for inclusive economic growth for the area and the Executive Programme Board will ensure the delivery of the CGD programme. The Central Programme Management Office will guide and shape the development of SoCs within the framework that has been agreed between the Executive Programme Board and the UK and NI Governments.

Significant changes to the governance model as outlined above, including changes to remits or duties, will be discussed with partners before consideration by the Executive Programme Board. The Board will agree quality standards and templates for key products with the UK and NI Governments and any proposed change to these products should be raised with the Programme Board.

Where partners require clarification on the limits of the authority of the various governance structures or are concerned that decisions have not been made in accordance with the agreed roles and responsibility, the Executive Programme Board should be asked to give the relevant matter consideration.

Duties of Board members

It is the duty of all Council members and Executive Programme Board members to act in the best interests of the CGD. All members are expected to comply with the code of conducts of their respective organisations, including by appropriate management of potential conflicts of interest, and exhibit the values and aspirations of the regional partnership.

Resourcing

The PMO will be reviewed by the Executive Programme Board quarterly as part of risk reporting, to ensure that it is suitably resourced to meet the demands of delivering the Growth Deal for the forthcoming period.