



# Building Schools for the Future

A Toolkit for Effective Local  
Education Partnerships

Practitioner Note 4:  
Effective Governance

June 2009

**partnerships** for schools

building schools for the future

# Effective Governance

## Introduction and purpose

This Practitioner Note is one of nine that make up a Toolkit to support the successful set-up and operation of a Local Education Partnership (LEP). This note covers the topic of developing an effective governance structure.

It includes the following sections:

Executive summary .....	3
Why is governance important?.....	4
How governance is made effective? .....	4
Governance in local BSF programmes.....	4
What are the governance requirements of the standard BSF legal agreements? .....	5
What does an effective BSF governance structure look like? .....	6
When to think about governance structure .....	8
Set up – developing the governance framework for an operational LEP.....	10
Early actions to establish effective governance .....	10
The importance of shadow structures .....	11
Functions and attributes of key roles .....	11
How do we assess how well we are doing on governance? .....	13

Partnerships for Schools (Pfs) and Building Schools for the Future Investments (BSFI) continue to gather examples of good emerging practice from across the Building Schools for the Future (BSF) programme and we encourage and welcome conversations with local projects about how to make their BSF programme as effective as possible.



# Effective Governance

## Executive summary

Effective partnering between public and private sectors is reliant upon a framework of good governance that engenders trust and open communication between the partners, as well as providing a framework for the partnership to operate.

The long-term operational success of LEPs depends, in part, therefore on the development and implementation of an effective governance framework. Effective governance creates the environment through which projects are successfully developed, implemented and monitored. It flows from the strategic level of organisations to the operational level in terms of setting direction and decision-making, and provides a mechanism for feedback and review.

Where either a LEP or a local authority believes that the partnership between them is not as effective as it could be or needs to be, an open or structured dialogue needs to take place to identify the issues and resolve them.

There are some proven steps that can be taken to put in place an effective LEP governance framework. These include:

1. Devoting some time within the procurement phase and financial close period to **discuss what an effective governance structure would consist of**, key roles and who might be best placed to fill them.
2. Establishing a **shadow governance structure at Selected Bidder**, including a shadow LEP Board, to oversee the creation of the governance structure.
3. Ensuring the **effectiveness of the governance structure is routinely considered** by the LEP Board and the Strategic Partnering Board.
4. **Making best use of available local authority resource** such as Internal Audit or Partnership Management Groups to provide expert assistance.
5. Using **external third party support** to review the governance framework so that an effective operational governance structure is maintained.
6. Using a **LEP diagnostic or partnering health-check tool** to carry out a self-assessment of the partnering relationship and its governance periodically throughout the lifetime of the LEP.
7. **Not allowing governance issues to drift.** Be proactive in addressing them, for example using externally facilitated workshops to address ongoing or serious issues, such as:
  - what is working well and what is not and what are the different perceptions of the issue?
  - what do we want to do more of; what do we need to stop doing and what do we need to change or do better and in what practical ways can we go about continuing to evolve the partnership?
8. Using the **knowledge networks** being established by PfS and BSFI, as well as experience of other partnerships to bring external objectivity to any local issues.

The effectiveness of the governance process is likely to require regular review as the LEP becomes fully operational and gets to grips with the scale of the programme. This is part of the natural evolution of any new organisation or partnership. It would therefore be surprising if the governance structure was right first time and did not need to develop as the partnership matures.

## Why is governance important?

Each LEP is a new, local, start-up joint venture company bringing together three organisations that have never worked together before. In this context, effective governance:

- establishes clarity over roles and responsibilities within the LEP organisation and between the LEP and other relevant organisations, such as the local authority;
- clarifies accountability, reporting structures and where and how decisions should be made;
- provides for a cascade of information and/or instructions starting with strategic decisions and management decisions leading to operational activities;
- sets out the structure through which monitoring, reporting and an assessment of success takes place;
- establishes measures of quality and whether they have been achieved;
- mirrors the shared objectives of the participating organisations to maximise the chances of the objectives being achieved;
- ensures that performance or operating issues are effectively dealt with; and
- establishes the discussion groups and processes through which risk can be identified and managed effectively.

Effective governance is not only concerned with process and structure. When it is truly effective, governance reflects and reinforces the partnering ethos of the LEP because it stems naturally from how people and organisations want to do business together. While the established governance structure may not be perfect for all parties involved, it will be based on consensus and commitment so that participants agree to work through the governance structure and not around it.

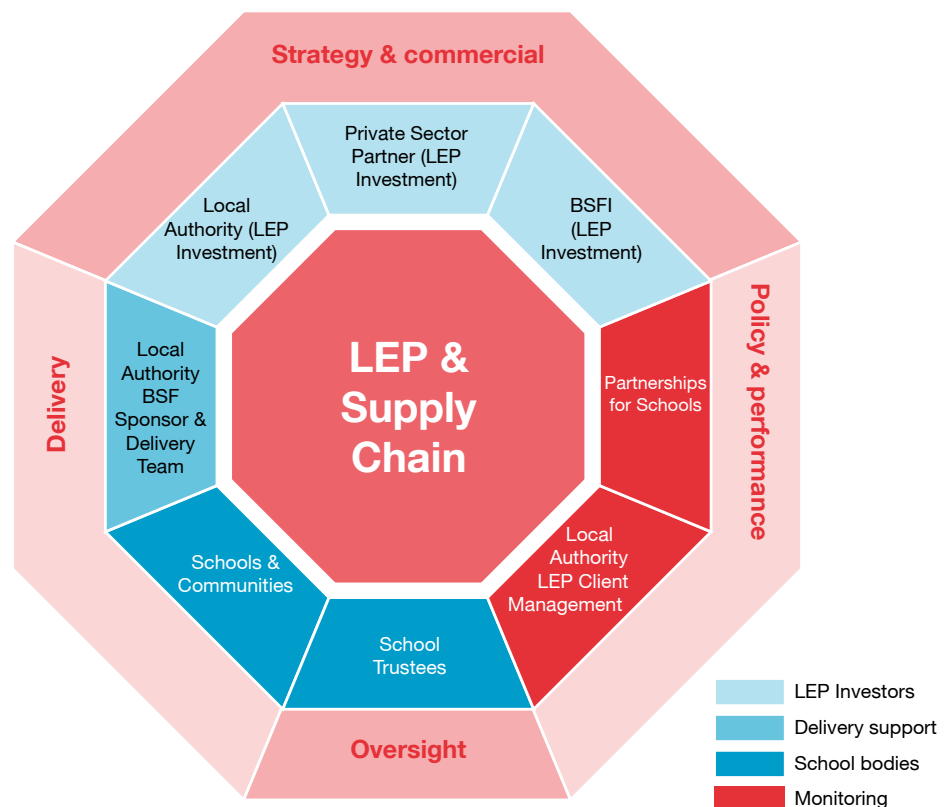
## How governance is made effective?

Governance structures and processes are made effective by doing the following:

- documenting the governance structure clearly and ensuring that all parties sign-up to it at the highest level;
- agreeing the purpose of the structure and how the processes are intended to work;
- communicating the governance structure within the organisations involved and to stakeholders who need to understand how to influence activities and have their voices heard;
- agreeing Terms of Reference for the key committees, groups and individuals; demonstrating personal commitment from individuals operating within the structure to make it work; and
- being flexible, particularly early on in the LEP's life, in challenging the effectiveness of the structure and adapting it when and where necessary.

## Governance in local BSF programmes

One of the complexities of the BSF programme at the local level is the number of stakeholders who need to be managed effectively to deliver local programmes and projects. A typical example of the major stakeholders involved in a LEP is set out below.



Many of the organisations represented on the chart appear on it more than once in different roles. One of the important elements of the governance structure within and around the LEP is therefore to ensure that these different roles are clear and understood by all involved.

Organisation	Role & Interface with LEP
<b>Local Authority (LEP Investment)</b>	<ul style="list-style-type: none"> <li>• Director responsibilities through the LEP Board</li> <li>• Provide a local authority strategic delivery perspective within the LEP structure</li> </ul>
<b>Private Sector Partner (LEP Investment)</b>	<ul style="list-style-type: none"> <li>• Director responsibilities through the LEP Board</li> <li>• Provide a strategic commercial perspective within the LEP structure</li> </ul>
<b>BSFI (LEP Investment)</b>	<ul style="list-style-type: none"> <li>• Director responsibilities through the LEP Board</li> <li>• Provide a national delivery and commercial perspective within the LEP structure</li> </ul>
<b>Local Authority BSF Sponsor &amp; Delivery Team</b>	<ul style="list-style-type: none"> <li>• Work with the LEP and its supply chain to deliver BSF projects</li> </ul>
<b>Schools &amp; Communities</b>	<ul style="list-style-type: none"> <li>• Engage with the LEP delivery teams to define project requirements and solutions</li> <li>• End-users who feed back on LEP services and quality</li> </ul>
<b>School Trustees</b>	<ul style="list-style-type: none"> <li>• Oversight and responsibility for the well-being and success of trustee schools</li> <li>• Make representation through the Strategic Partnering Board to consider the quality of delivery of LEP projects and services</li> </ul>
<b>Local Authority LEP Client Management</b>	<ul style="list-style-type: none"> <li>• Monitor and oversee the delivery of the LEP against its partnering and contractual targets and commitments</li> </ul>
<b>Partnerships for Schools</b>	<ul style="list-style-type: none"> <li>• Review and approve new projects for delivery by the LEP</li> </ul>

Clarity of roles and the reason for involvement underpin effective governance. For example, the local authority has a number of different roles with regard to LEP governance which need to be carried out in an integrated way but often by different officers. It is important to ensure that individuals are not placed in a position where they might have conflicting priorities – for example, responsibility for both taking executive decisions on behalf of the LEP and scrutinising aspects of the LEP's performance.

Local authorities in particular need to think carefully about who in the authority is best-placed to take up the role of the local authority LEP Director. This is unlikely to be a corporate representative, such as the Section 151 officer or the Director of Children's Services, given the responsibility that these roles may have in confirming value for money and effective contract management relating to LEP activities. More suitable may be an officer who has commercial, procurement or infrastructure experience who can add

value to the LEP Board from a delivery perspective. The director of Housing, Environment or Regeneration may therefore be most well-suited in the LEP Director role.

The LEP itself needs to understand the wider local governance structure in which it operates so that it can influence and shape processes that support its delivery objectives. Effective governance processes need to draw a clear distinction between the roles through which organisations formally control the LEP and the ways in which organisations will naturally try to influence the LEP in what it does or how it does it.

### What are the governance requirements of the standard BSF legal agreements?

The standard BSF legal documents do not set out a complete governance structure for the LEP or its interaction with the local authority. Each LEP will

ultimately be a unique organisation that may need to reflect within its governance structure one or more of the following factors:

- the local authority's other strategic partners;
- cross working with other local authorities including joint LEP procurement or multiple local authority LEPs; and/or
- an expanding scope of projects into areas outside the core education sector including, for example, leisure, libraries, housing, blue light, or health which would need to be reflected in the governance structure.

However, the BSF process does provide for the establishment of two bodies, the LEP Board and the Strategic Partnering Board (SPB), which will be fundamental parts of any local governance structure.

Further detailed information on this is available from the PFS website but a summary description is set out below.

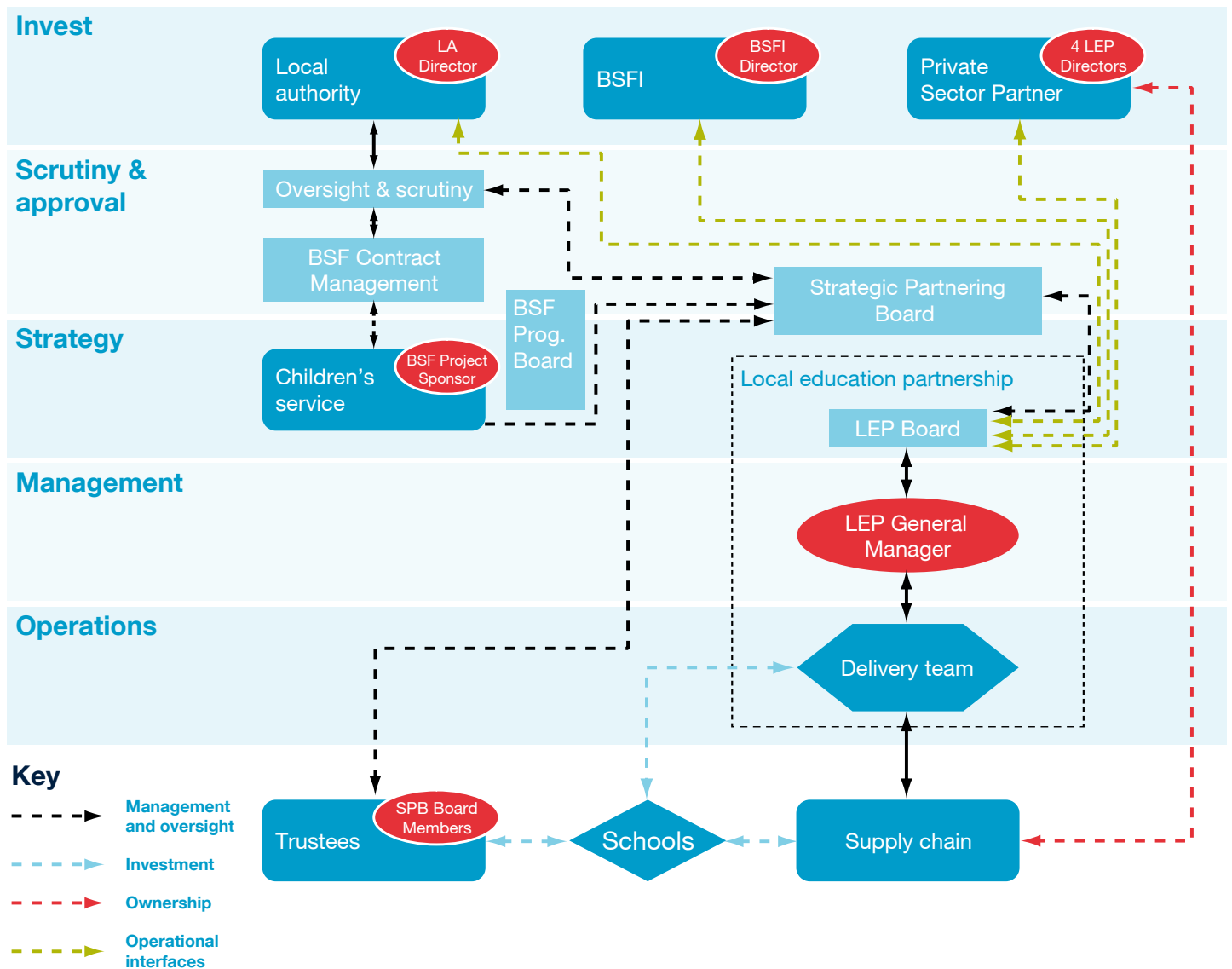
Body	Structure and role	Governance implications
<b>LEP Board</b>	<ul style="list-style-type: none"> <li>• The Board of Directors for the LEP</li> <li>• Made up of 4 representatives from the Private Sector Partner (PSP); 1 representative from the local authority; 1 representative from BSFI</li> <li>• An independent, non-executive chair</li> <li>• Formal and independent control of the LEP to deliver the LEP's Business Plan</li> <li>• Responsible for the operational and commercial decisions not reserved to shareholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Key point of decision-making within the LEP</li> <li>• Sets the strategic tone and direction for LEP activities</li> <li>• Needs to manage the LEP's supply chain to deliver value for money and continuous improvement</li> <li>• LEP Board members need to have sufficient credibility in their 'home' organisations to encourage effective interaction and behaviours within the LEP</li> <li>• Responsible for risk management and quality</li> <li>• Needs to establish a link or communication channel to other organisation's Boards, most likely through individuals.</li> </ul>
<b>Strategic Partnering Board</b>	<ul style="list-style-type: none"> <li>• Key contractual responsibility as the point of interface between the LEP and the local authority to monitor LEP performance, for example against the CPTs</li> <li>• May also have a critical role to approve new projects for delivery but this role may be retained by the local authority in which case the SPB advises</li> <li>• Made up of one representative from the local authority and one representative from the LEP (who is non-voting on project approval)</li> <li>• In addition, up to 6 non-voting representatives co-opted to the SPB to support its work</li> <li>• Independent, non-voting chairman.</li> </ul>	<ul style="list-style-type: none"> <li>• The key point of interface between the local authority and the LEP to monitor performance</li> <li>• Many local authorities are using representatives from Trustee organisations on the SPB in which case the SPB is pivotal in effective stakeholder management</li> <li>• Where the SPB approves new projects, it is a key decision-making point in the BSF programme process</li> <li>• In its role developing and approving the annual Strategic Business Case, the SPB is also influential in confirming the direction of the local BSF programme.</li> </ul>

## What does an effective BSF governance structure look like?

As set out above, one of the complexities of the BSF programme is the number of different organisations involved in the delivery of a local programme. The BSF programme is set up in a way which is designed to be inclusive of organisations involved in the process on the basis of a number of different interests – financial and commercial, statutory responsibility and/or end-user. This means that some early investment in and planning for how governance needs to work is required to ensure that these requirements are adequately and appropriately met. Key issues to work through will be:

- roles of approval, review, consultation and operational-decision-making within the structure;
- how often bodies, groups or individuals need to meet;
- reporting requirements – what needs to be reported at which level within the governance structure and where will the information be produced and in what form;
- how decision-making will work in practice through the structure and what review mechanisms are in place to monitor progress and quality.

An illustrative governance diagram is set out below:

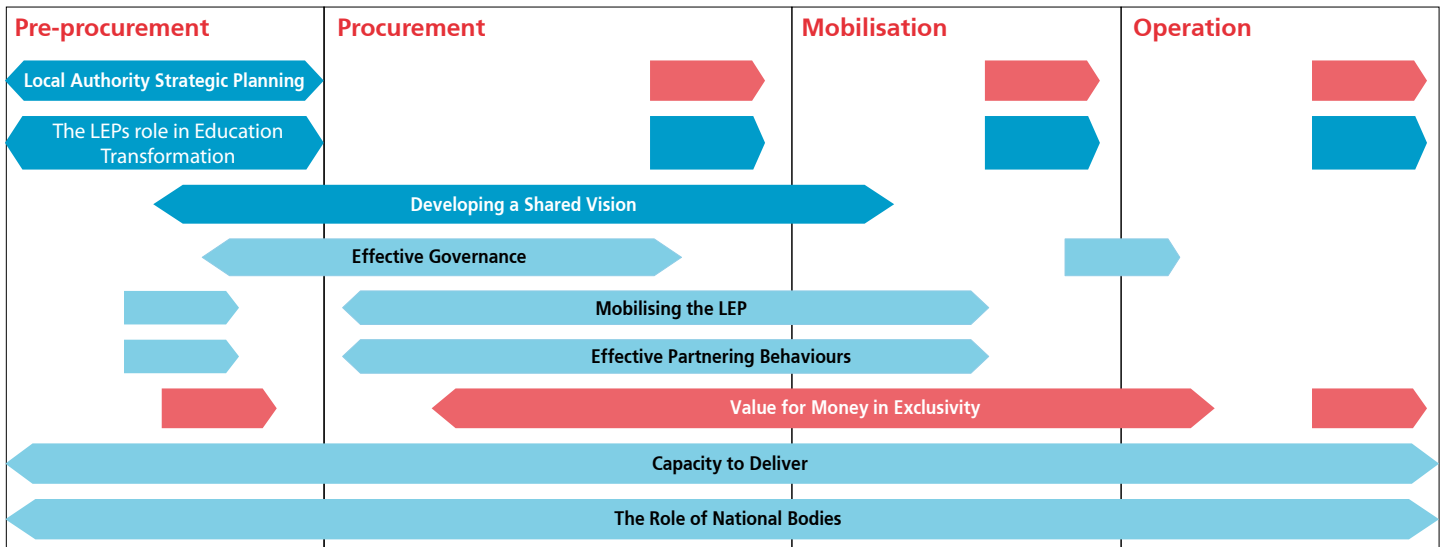


The key points to note include:

- Organisations, groups, formal bodies, teams within organisations and individuals are all included – an effective governance structure is likely to allocate or assign roles in this way. As LEPs bed down operationally, they are likely to become more efficient at delegating through the governance structure and with a focus on strategic decision-making and review at the top of the structure and delivery at the bottom.
- Only one body within the structure straddles two functions – the SPB is both part of the monitoring and approval process and the strategic process, in that in many cases it approves new projects and monitors the LEP's performance as well as inputting to the SfC updates. This dual role serves to highlight the importance of the SPB in any BSF governance structure.
- There are some key roles within the governance structure – the LEP Board Directors, the LEP General Manager and the BSF Project Sponsor. Without individuals with the right skill sets and experience, effective delivery is likely to be very difficult to achieve.
- This model assumes a highly integrated delivery team with some local authority resource sitting within the LEP and assumes that local authority personnel are managed by the LEP through secondment. Where some of the management and operational delivery is retained within the local authority, there may be a need for additional governance to be put in place to ensure that operational teams across organisations are working together effectively.
- This illustrative structure will need to be considered and developed by the local authority, School stakeholders and the LEP itself to ensure that it works effectively.

## When to think about governance structure

The governance structure needs to be considered at a relatively early stage in the BSF process and certainly prior to procurement decisions being taken. The diagram below sets out an overview of some of how governance fits into the timeline of the overall LEP procurement, mobilisation and operation.





The detailed development of governance structures will need to be discussed with bidders during Competitive Dialogue. It is therefore useful to think about the following during the pre-procurement and early procurement stages so that all parties have engaged with governance issues prior to engagement with bidders and the appointment of Selected Bidder.

Stage	Local Authority	Bidder
<b>Pre-procurement</b>	<ul style="list-style-type: none"> <li>• Identify existing partner organisations who need to be part of an effective governance structure; for example, how does the LEP need to interface with the Local Strategic Partnership.</li> <li>• Identify stakeholders that need to be included on the SPB and how they will add value in that role - for example representatives from the Diocesan Bodies.</li> <li>• Think about how the local authority needs to structure itself in terms of the BSF programme delivery resource, LEP contract management and LEP investor. These are roles that should be kept separate.</li> <li>• Consider candidates to be the local authority LEP director.</li> <li>• How much direct input does the local authority want over LEP activities – is there a governance or delivery advantage for example in seconding people into the LEP?</li> <li>• Local examples of good governance in partnership that can be replicated.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify the key governance issues in a public sector partnership.</li> <li>• Consider how the consortia works best with others.</li> <li>• Consider what the organisation's strengths and weaknesses are in terms of governance and capability.</li> <li>• What are the differentiating factors that incentivise people to work with the consortia effectively?</li> <li>• Develop the basis of a partnering governance protocol that sets out the ethos of effective joint-working.</li> <li>• Ensure that the consortia has a coherent understanding of how the public sector works and how this local authority works in particular.</li> <li>• How projects/the programme will be delivered and managed below LEP Board level. Issues such as delegated authorities, reporting requirements to LEP Board, resourcing and possible secondment models; procedures, protocols and requirements particularly around the new projects process.</li> </ul>
<b>Procurement</b>	<ul style="list-style-type: none"> <li>• Articulate the local authority's governance structure for the delivery of the BSF programme in pre-procurement and procurement and how it can assist transition into the delivery phase.</li> <li>• Establish clearly the organisations and individuals that need to be included within the governance structure.</li> <li>• Provide repeat opportunities within Competitive Dialogue to discuss and make progress on governance issues.</li> <li>• Interview LEP General Managers and Chairman?</li> </ul>	<ul style="list-style-type: none"> <li>• Bring examples of how you have worked effectively with the public sector in the past.</li> <li>• Communicate in a transparent fashion how governance within and around the LEP will work best.</li> <li>• Agree how the potential LEP General Manager will be appointed with the shareholders and local authority Undertake a comprehensive recruitment to find the right person to work well with the specific authority through the development of a specification and an agreed recruitment process.</li> </ul>
	<ul style="list-style-type: none"> <li>• Use the opportunity of a structured conversation about governance to get to know and understand each other and assess whether you can and want to work together.</li> <li>• Conduct some live partnering tests and make them a two-way process.</li> <li>• Begin the process of establishing senior relationships.</li> <li>• Have an honest discussion about how you would wish issues to be escalated and resolved.</li> <li>• Prepare a shadow LEP partnering protocol which outlines key activities, roles and responsibilities for the first 100 days from Selected Bidder.</li> </ul>	

## Set up – developing the governance framework for an operational LEP

The value in establishing governance structures early on in the LEP's set-up phase is two-fold:

- it provides a framework for decisions to be made and from this framework will hang early activities and decisions in the LEP's operational phase; setting up the governance structure forces people from partner organisations to meet each other and begin to forge the relationships that will underpin the LEP's working with the local authority at all levels. Although many issues around LEP structure, governance, process and approvals may have been discussed extensively during the dialogue, they need to be turned into practical actions and objectives.
- the LEP needs to establish its identity in a robust and confident way after financial close. A key element of this is making the governance structure a reality and it can be useful therefore to establish a shadow LEP Board at Selected Bidder. Bodies such as the LEP Board and SPB need to be meeting frequently early on to drive through progress across a range of issues. Many of these early activities are covered in the Practitioner Notes on **LEP mobilisation and Effective Partnering Behaviours**.

## Early actions to establish effective governance

Some key early activities which are directly relevant to effective governance include:

1. Agreeing a partnering protocol between the LEP and local authority to establish preferred ways of working and mutual expectations. This encourages people to engage with each other, identify complementary strengths and build relationships.
2. Being clear on what a successful LEP will feel like and will be doing in 6 months time and 12 months time, as well as over 5-10 years, so that there is something to aim for, including how effective the governance structure will need to be at these points.
3. Agreeing the resources which the LEP and the local authority are making available together to deliver the BSF programme and consider the value of co-location, where practical, to facilitate joint-team working as well as the issue of who needs to be independent from who.
4. Ensuring that the local authority and LEP and supply chain delivery teams are adequately resourced to make the governance structure effective.
5. Developing further detail around new project processes, building in a perspective on the approvals that will be required and how they need to flow through the governance framework.
6. Agreeing the format and content of reporting through the LEP structure and between the LEP and the SPB and the local authority.
7. Establishing an outline programme of activities for each element of the governance structure and communicating it through the structure to ensure completeness and avoid duplication.
8. Maintaining communication and formal and informal mechanisms for reviewing effectiveness of the shadow governance structures – everyone is going to need to be pragmatic and flexible to find the best ways of working together – so challenge others but also be self-critical and open to feedback.
9. Being careful not to progress too many new projects at the expense of putting in place the governance processes.
10. Using knowledge networks at the LEP Board and SPB, for example from PfS and BSFI, to identify good examples from elsewhere.

One of the important areas in terms of LEP governance is for the LEP to be able to articulate what it does and how it does it. Most LEPs will tend to be quite generic in terms of their core activities but they may choose to approve resource, deliver, operate and review these elements in different ways in terms of responsibility across the LEP, the supply chain and the local authority. A key part of effective governance is therefore establishing who is responsible for what and ensuring clarity. The key areas of BSF programme activity are:

- SfC updates;
- Project delivery and handover;
- new project development;
- delivery and management of operational services;
- programme and project management (including risk management, reporting, issue escalation);
- co-ordinating the governance structure and effective reporting; and
- co-ordinating stakeholder engagement (schools, communities and local partners).

In the best examples of operational LEPs, all of the above activities are covered with clear responsibility and no duplication and with shared understanding of the required inputs to deliver successful outcomes.

The creation of sub-groups to the LEP Board focusing on current projects and the pipeline of future work can help ensure that the LEP Board and the SPB can retain oversight but do not supplant the Management Group by becoming involved in day-to-day decision-making.

## The importance of shadow structures

Shadow structures put in place at Selected Bidder are a powerful way to manage a project through the transition from competitive procurement to the operational phase.

Mindful of the need for a core group of individuals to be focussed on reaching financial close efficiently and effectively, it is useful to have a parallel structure in place for mobilising the operational LEP including:

- a shadow LEP Board;
- a shadow SPB;
- LEP General Manager, BSF Project Sponsor and core delivery teams;
- a Transition manager; and
- a Chairperson.

These teams will make early decisions that shape the set-up of the LEP and governance to provide the basis for the operational phase. Not all of the members of these teams may be permanent resource – there may be value in using individuals to set the LEP

governance up who have been involved in procurement or have specialist backgrounds, but who then move on as a more steady state is achieved

## Functions and attributes of key roles

So much of effective governance depends on having the right people in the right roles at the right time. At the beginning of this Note we set out a principle that partnering organisations need to work through the governance structure rather than around it.

For example, a local authority may have nominated as a director to the LEP Board in good faith someone who is not appropriate for the role. In such an instance the governance structure and the relationships in place need to be strong enough to resolve that issue either through additional support and training, or replacement if necessary. At the same time one of the benefits of an effective governance structure is that it can survive a reasonable turnover in personnel at all levels and is therefore not dependent upon specific personalities or characteristics.

Indeed quite often a crisis situation can develop because of the absence of a key individual and therefore the processes in place need to be capable of coping with this.

Critical elements within the LEP structure such as the LEP Board will only be effective if they have the right members with the right skills and experience for the role. As with other aspects of effective operational LEPs training, personal development and knowledge networks will play an important role in making individuals effective within the governance structure. Training on issues, such as the duties of a company director or decision-making processes within a local authority, are likely to add value to the governance process.

Role	Key functions of the role	Useful experience, skills and attributes in the role
<b>Local Authority LEP Director</b>	<ul style="list-style-type: none"> <li>• Brings an understanding of the local authority's key strategic aims and plans.</li> <li>• Provides strategic direction to the LEP to maximise its effectiveness.</li> <li>• Influences and resolves local authority supply chain issues.</li> <li>• Supports the continuing alignment of local authority and Private Sector Partner objectives.</li> <li>• Maintains a focus on quality and value for money.</li> </ul>	<ul style="list-style-type: none"> <li>• Respected within the authority and independent of other LEP facing functions (contract management; education delivery).</li> <li>• Experience of strategic partnerships and/or public private sector working.</li> <li>• Awareness or experience of commercial companies.</li> <li>• Awareness of experience of capital investment to support transformation.</li> </ul>

Role	Key functions of the role	Useful experience, skills and attributes in the role
<b>Independent LEP Chair</b>	<ul style="list-style-type: none"> <li>• Provides independence and objectivity to strategic processes.</li> <li>• Consultative and inclusive across the Director group.</li> <li>• Establishes effective relationships with key external organisations.</li> <li>• First point of mediation on strategic issues between the partners.</li> <li>• Provides Board support to the LEP General Manager including objective setting and annual reviews.</li> <li>• Sets the standard for behaviours.</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Board experience.</li> <li>• Professional expertise in infrastructure or transformation projects.</li> <li>• Experience of public private partnering or private sector alliances.</li> <li>• Interested in the local area and service delivery.</li> <li>• Able to operate at a senior level within the local authority and supply chain.</li> </ul>
<b>LEP General Manager</b>	<ul style="list-style-type: none"> <li>• Co-ordinate and lead the operational activities of the LEP.</li> <li>• Manage key relationships within the local authority.</li> <li>• Operational responsibility for the quality and timeliness of LEP delivery on capital and service elements.</li> <li>• Effective management of supply chain relationships.</li> <li>• Ensure integration and co-ordination of the LEP's sub-contracts.</li> <li>• Oversee the effectiveness of the governance process from the LEP's perspective.</li> <li>• Implement the strategy.</li> <li>• Financial management of the LEP.</li> </ul>	<ul style="list-style-type: none"> <li>• Experience managing complex supply chains at a senior level.</li> <li>• Understanding of and commitment to effective investment to support service change.</li> <li>• Awareness and experience of working in a partnering environment.</li> <li>• Authority and charisma to mobilise teams and ensure their continuing high-performance.</li> <li>• Experience of developing and leading bids for infrastructure projects and of closing them.</li> <li>• Strategic thinker with the personal drive and experience to implement.</li> <li>• Ability to operate credibly at the highest levels within the LA and supply chain.</li> <li>• Good communicator</li> <li>• Proactive</li> <li>• Developer</li> <li>• Entrepreneurial</li> <li>• Independent of the supply chain in all respects.</li> </ul>
<b>BSF Project Sponsor</b>	<ul style="list-style-type: none"> <li>• Provide strategic commissioning role in relation to LEP activities.</li> <li>• Oversight of the LEP's processes in the context of Children's Services delivery.</li> <li>• Interface with external stakeholders on the BSF programme.</li> <li>• Commission local authority's performance management of the LEP.</li> </ul>	<ul style="list-style-type: none"> <li>• Understand the corporate and Children's Services delivery strategy.</li> <li>• Experience of commissioning and partnership working.</li> <li>• Experience of delivering major projects.</li> <li>• Ability to influence colleagues within the LA.</li> <li>• A leader.</li> </ul>

Role	Key functions of the role	Useful experience, skills and attributes in the role
<b>SPB members</b>	<ul style="list-style-type: none"> <li>• Approval of Strategic Business Cases and Business Plans.</li> <li>• Consultation on project prioritisation and approval.</li> <li>• Monitor LEP performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Service delivery perspective in the local area and of understanding of local strategic needs.</li> <li>• Effective representation of key BSF stakeholders.</li> <li>• Could come from school trustee groups; public sector agencies; Local Strategic Partnership, etc.</li> <li>• If the local authority sees the LEP as a strategic partner in sectors other than schools, then the SPB should, as a minimum, have those other stakeholders as members at the right time.</li> </ul>
<b>PSP LEP Directors</b>	<ul style="list-style-type: none"> <li>• Oversight and management of successful LEP delivery.</li> <li>• Focus on commercial, technical strategic and operational issues.</li> <li>• Provide the framework for effective partnering delivery and high-quality services.</li> <li>• Issue resolution if necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• Commercial project delivery experience.</li> <li>• Experience of partnership working.</li> <li>• Knowledge of public sector infrastructure and change management programmes.</li> </ul>

## How do we assess how well we are doing on governance?

- It is rare for a BSF project to get its governance structure right first time. Review and self-assessment should be regarded as a positive and reinforcing element in a strong and evolutionary partnering relationship. The following questions may help:
  - Is the governance structure clearly set out and understood? Is it doing what it was designed to do?
  - Are the right people with the right skill sets and experience in the right roles, properly supported with clear objectives and performance review mechanism?
  - Do we have an independent LEP chair?
  - Are the interfaces at each organisational level well-established and working effectively?
- Is there a coherent and transparent process to identify, rectify, manage and resolve issues?
- Are the routine processes of Programme and Project Management operating effectively (plans, reporting, critical issues etc.)?
- Do the people involved feel that they are getting the information that they need or should have, when they need it particularly around the performance management regime of KPIs and Collective Partnering Targets?
- Does it feel as though the same issue or decision is discussed or made twice by two different groups?
- Is “man-marking” evident between the local authority and the LEP?
- Is there still a lack of clarity about who does what more than 6 months since financial close or does it feel to some people that the process gets in the way of progress rather than supporting it?
- Are key roles occupied by individuals who are genuinely independent from the supply chain
- Is the new project process working smoothly, with no surprises? Do all parties feel that the burden/risk on them is reasonable?

This list is not exhaustive and it should be recognised that individuals involved in the LEP project may instinctively sense whether or not the governance framework is working. However, this more formal assessment may help to crystallise concerns into a form that can then be addressed by the LEP leadership.