

## **Learning Estate Investment Programme Programme Governance Board Role and Terms of Reference**

### **Programme Governance Board (PGB) Role**

The Programme Governance Board (PGB) will take responsibility for the strategic direction and decision making in relation to the delivery of the Learning Estate Investment Programme. It will set delivery targets for the programme and will approve and continue to review any programme metrics and targets set. The PGB will be responsible for strategic risk management and, by virtue of its membership, will also review programme alignment with Scottish Government policy. For clarity, the PGB will not have decision making responsibility for which projects form part of the programme. These decisions rest with Scottish Ministers.

The PGB will oversee project delivery, monitor funding approval in line with agreed programme metrics, and provide a forum for monitoring the sharing of best practice. The PGB will monitor the achievement of desired outcomes and targets set across the programme in line with the Learning Estate Strategy. A level of scrutiny will be maintained to ensure that duplication of effort and cost is minimised across the programme.

The Scottish Government's Senior Responsible Owner (SRO) provides overall strategic guidance and maintains overall financial responsibility for the programme. The SRO must ensure that an effective risk management strategy and quality assurance arrangements are in place.

Working in partnership with the Scottish Government Learning Directorate, Scottish Futures Trust (SFT) has been asked to oversee the delivery of the programme targets and outcomes. Scottish Government and SFT, together, form the programme team.

The robustness of governance and management arrangements, the efficiency of delivery and the alignment with policy may be subject to external scrutiny (by Audit Scotland or other approved agencies) from time to time.

The members of the Programme Governance Board are as follows:

Name	Organisation	Board Role (where applicable)
<b>Board Members</b>		
Orlando Heijmer-Mason	Scottish Government Deputy Director, Workforce, Infrastructure and Digital	Joint Chair (SRO)
Mirren Kelly	COSLA Director of Membership and Resources	Joint Chair
Kerry Alexander	Scottish Futures Trust Director - Infrastructure Finance and Programmes	SFT - Member
David Robertson	Representing LA Chief Executives	SOLACE - Member
Steven Mackie	Scottish Government Infrastructure Investment Division	SG - Member
<b>In Attendance</b>		
Changes on availability	Representative of SG Advanced Learning	SG – Attendee
Changes on availability	Representative of SG Early Learning and Childcare (ELC)	SG - Attendee
Changes on availability	Representative of LA Directors of Finance	Directors of Finance - Attendee
Changes on availability	Representative of ADES Resources	ADES - Attendee
Jen Staermose-Johnson	Scottish Government, Head of School Funding, Infrastructure and Organisation	Programme team - Attendee
Andrew Dailly	Scottish Government, Head of School Buildings, Learning Directorate	Programme team - Attendee
Stephen Long	Scottish Futures Trust, Associate Director – Learning Estate	Programme team - Attendee
Jillian Horner	Scottish Futures Trust, Associate Director – Learning Estate	Programme team - Attendee
Steven Anderson	Scottish Futures Trust, Associate Director – Learning Estate	Programme team - Attendee
Sarah Burnett	Scottish Futures Trust, Manager – Learning Estate	Programme team - Attendee
Fiona Stewart	Scottish Futures Trust, Business Support Team	Secretariat

The *modus operandi* of the Programme Governance Board is as follows:

The Board will be updated three times a year on a four month cycle, these updates will comprise of two meetings and one Board Paper update, dates to be set on a rolling 12-month basis. Meetings will be arranged by the Secretariat, minuted and actions circulated. From time to time the Board may

invite other stakeholders or interested parties to attend and report at meetings as appropriate. The quorum for a Board meeting shall be three out of five board members as long as 3 of the member organisations are represented. When attendance is not possible members are asked to send a nominated alternate. Board members are required to declare any conflicts of interest at the start of each meeting.

The board will update the Infrastructure Investment Board as and when requested and / or relevant.

## **Programme Governance Board Terms of Reference**

The terms of reference for the Learning Estate Investment Programme, Programme Governance Board are below. The implementation of these should be aligned to the principles and objectives of the Learning Estate Strategy:

1. To oversee the delivery of the Learning Estate Investment Programme, under authority delegated by Scottish Ministers through the Senior Responsible Owner (SRO);
2. To develop a set of programme delivery targets aligned with the jointly agreed Learning Estate Strategy, other appropriate SG policies, national outcomes and approved budget for the programme;
3. To monitor and where necessary commission the programme team to undertake tasks to execute the delivery of the programme targets;
4. To monitor actual spend against approved budget and keep under review the sustainability of programme affordability;
5. To monitor the effectiveness of governance arrangements, management control and execution mechanisms including, where appropriate, mechanisms to manage any conflicts of interest which may arise;
6. To identify and monitor strategic programme risks and ensure prompt implementation of mitigating actions as necessary;
7. To consider and approve effective, efficient and value for money funding strategies to deliver the desired outcomes;
8. To agree and monitor the consistent application of the programme parameters and funding principles, across the projects in the programme;
9. To monitor efficient delivery of the programme across Scotland and to seek the elimination of duplicated effort and / or cost across local authorities;
10. To monitor and promote the sharing of best practice within and across local authorities;
11. To receive reports from the programme team as appropriate which enable the Board to discharge its remit;
12. To ensure that appropriate reporting to Scottish Ministers, COSLA Leaders and the SFT Board is exercised;
13. To support review of the programme by Audit Scotland or other approved agencies; and
14. To review its own composition and performance from time to time and take action as appropriate to ensure continued appropriate oversight of the programme.

The SRO will retain overall accountability for the programme and report to Scottish Ministers as appropriate. The PGB will have defined oversight responsibility delegated to it by SRO. The programme team will provide executive support to the PGB.

## **Roles and Responsibilities**

### ***Scottish Government***

The Learning Estate Investment Programme is a Programme of Government with overall policy responsibility residing with the Workforce, Infrastructure and Reform Division of the Learning Directorate. The Senior Responsible Owner is the Deputy Director of the Division and will represent the views of Scottish Government on the board.

The Workforce, Infrastructure and Reform Division holds the budget for the programme.

The Government is responsible for establishing the parameters, in line with the Learning Estate Strategy, through which projects are to be supported by the programme, with Scottish Ministers responsible for selecting individual projects to support.

The funding is intended to augment, not replace, short to medium term Local Authority investment plans and it is expected that every authority continues to invest in its learning estate beyond the individual projects supported by the programme. The programme is designed to meet shared national and local government priorities, not least to help deliver the vision, aspiration and principles of the joint Learning Estate Strategy. By delivering value for money and contributing towards the achievement of the desired outcomes of the learning estate strategy, the investment programme will focus on delivering high quality, suitable, sustainable, low carbon and digitally enabled learning environments that support sustainable and inclusive economic growth. On a project by project basis, and once other funding sources have been maximised, the programme may consider projects that support local population growth.

The funding provided will be revenue support. This will be delivered to local authorities on the achievement of agreed outcomes. The Government is responsible for the preparation, payment and efficient administration of the funding to ensure that the correct level of revenue support is offered and subsequently paid, on a bi-annual basis, in accordance with the funding conditions.

### ***Scottish Futures Trust***

The SFT input into the programme is led and managed by the SFT Education Team, under the direction of SFT's Leadership Team. SFT's role and remit on the programme, as well as progress against objectives is subject to SFT Board scrutiny. The team's broad remit is to work with local authorities and the Scottish Government, to manage the programme and support the achievement of the programme objective. This includes:

- Encourage and support collaboration between local authorities;
- Co-ordinate the delivery programme within government and local authority budgetary parameters;
- Work across the programme to identify and implement appropriate, value for money funding models;
- Work across the programme to identify the best means of achieving the delivery objectives set; and
- Share best practice and lessons learned across the programme.

SFT will, for each project, provide the Scottish Government with information about the amount of revenue support to be paid to the Local Authority, how that figure was calculated and a payment profile. In addition, SFT is responsible for providing the secretariat to the Programme Governance Board.

**Local Government**

Local Government will be represented on the Board at Officer level by COSLA (co-Chair of the board) SOLACE (Member of the board), Directors of Finance (Attendee of the board) and ADES (Attendee of the board). Local Government are responsible for the procurement and delivery of projects being supported as part of the Programme and representatives will bring an understanding of how the Programme is operating.

Local Government representatives, alongside other board members and attendees will approve the criteria and process for future projects to be selected as part of the programme. COSLA Leaders will be updated to any major changes to this process between phases. The criteria and process will then be objectively applied by Local Government Members as well as the wider Board to ensure transparency and fairness is achieved.