

Area	Requirement	Responsibility	Contact (officer)	Action Required	Timeline	Priority of delivery	Impact
Board size and composition	A Strategic Board with no more than 20 members, with an option for five co-opted members. For the Board membership to be at least two thirds from the private sector.	SELEP working group	SELEP CEO	How the 20 plus 5 seats on the Board will be allocated across the different sectors and organisations is yet to be defined. The Board has agreed for an Independent Review of the Board to take place and to make recommendations on potential models for composition.	All LEP Review Recommendations with deadline of 31 March 2020 implemented by 31 March 2020	Medium	High
Chair and board member recruitment	Open and transparent recruitment process. Appointment process for Chair and Deputy Chair published on the SELEP website.	SELEP working group	SELEP CEO	For the recruitment process to be consistent across all Federated Boards, with oversight from the LEP Board. Noting - as part of this workstream to develop an induction and training plan for new board members, across both Federated and Strategic Boards.	All LEP Review Recommendations with deadline of 31 March 2020 implemented by 31 March 2020	Medium	High
Diversity of Board	At least 1/3 female membership of appointed members of the Board by March 2020 is achieved.	SELEP working group	SELEP CEO	Work to include considering good practice in the sector and look at the approaches taken by other LEPs already, where these approaches are consistent with Government's aims according to the LEP Review.	All LEP Review Recommendations with deadline of 31 March 2020 implemented by 31 March 2020	Medium	High
Diversity statement	A statement on diversity included within the AF and to provide the framework for the approach to diversity.	SELEP working group	Governance Officer	Advice on increasing the diversity balance of the Board will be included in the requirements of the Independent Review.	In place (in the AF)	Low	Low
Board member induction	A formal induction process for Board members.	SELEP workin group	Governance Officer	For this induction process to be for all Board members, and to reflect feedback from Board members on their requirements.	All LEP Review Recommendations with deadline of 31 March 2020 implemented by 31 March 2020	Medium	Medium
Board member succession planning	A succession plan in place for the Strategic Board.	SELEP workin group	Governance Officer	As part of the recruitment process, to identify and agree limitation of terms for: board members, vice-chairs and federated board members. For this to include plans around wider engagement and succession planning.	All LEP Review Recommendations with deadline of 31 March 2020 implemented by 31 March 2020	Medium	Medium
Legal Personality	A legal personality to be in place by 28 Feb 2020.	SELEP working group	SELEP COO	The Board has agreed in principle to a 'nil return' company being put into place.	LEP Review Recommendation (requested permission to extend beyond 2019 deadline)	Medium	High
Scrutiny and oversight into policies and procedures	Scrutiny arrangements which fit with the incorporation model (once agreed).	SELEP working group	SELEP COO	The current arrangements for scrutiny of Accountability Board will continue but implementation of scrutiny of decisions of the revised Board will need to be considered. This will be worked up alongside recommendations for the Board composition and incorporation.	All LEP Review Recommendations with deadline of 31 March 2020 implemented by 31 March 2020	Medium	Medium
Independent Secretariat	Independent secretariat which provides support to all Board members.	SELEP working group	Governance Officer & Acc. Body representative	The SELEP Secretariat currently is independent, but this independence needs to be reflected and enshrined in the governance documentation. A more formalised agreement is required between SELEP and the Accountable Body to ensure independence is evidenced. Articles of Association for the Board and the Joint Committee Agreement for Accountability Board need to ensure that the independence of the Secretariat is included. Also for the 'offer' to all Board members to be clearly articulated and shared with Board members for comment and input.	All LEP Review Recommendations with deadline of 31 March 2020 implemented by 31 March 2020	Medium	Medium
Assurance Framework review	Refresh of Assurance Framework to be a standing item to the last Strategic Board meeting of each calendar year	SELEP Steering Group for Independent Review	Governance Officer	Approved on 22nd March 2019, noting - to review during 2019/20 to reflect the changes from the LEP Review Workstreams	By Jun'19	High	Medium
Annual review of key policies	To review the policies required as part of the AF	Secretariat	Governance Officer	To undertake this work in line with the timeline for the LEP review workstreams.	In place / to be reviewed during 2019/20	Low	Low
LEP hospitality and expenses register	To have this published on the SELEP website	Secretariat	Governance Officer	To have this information available on the SELEP website.	By May'19	High	Low
LEP annual report and delivery plan	To have an annual report and delivery plan in place for the year.	Secretariat	SELEP COO	To have these available on the SELEP website.	By Jun'19	High	Low

Area	Requirement	Responsibility	Contact (officer)	Action Required	Timeline	Priority of delivery	Impact
Equality Act	The standard business case template to includes space for promoters to explain how work is within Equality Act 2010	SELEP	Capital Programme Manager	A copy of the SELEP Business Case template is available on the SELEP website in the 'How we Award Funding' section. The Business Case seeks confirmation that an Equality Impact Assessment will be completed as part of the project and how the findings of this assessment will be considered as part of the projects development. In addition, the S151 officer letter which is required from the lead County Council / Unitary Authority provides confirmation that the project will be delivered in accordance with the Equality Act 2010	In place / to keep under review	Low	Low
Strategic Board, Accountability Board, Investment Panel and Federated Board material online	To share meeting material as per the agreed times, (their meeting details and minutes, with the SELEP secretariat, to be published on the SELEPs website within the agreed timescales)	SELEP / Federated Areas	Governance Officer & Federated Area Lead Officers	All meeting dates for Federated Boards are available on the SELEP website. With agenda and papers to be provided within 5 working days of the meeting. Federated Boards to provide the secretariat with draft minutes within 10 working of the meeting, and approved minutes within 10 working days of being approved.	In place / to keep under review	Low	Low
Key decisions	All key decisions (of Strategic Board and Accountability Board) to be published on the Forward Plan and available on the SELEP and upper tier authorities websites	Secretariat	Governance Officer	All key decisions are reported with the Forward Plan and all material is made available for local publishing. This is in place for Accountability Board. To be in place for Strategic Board.	In place / to keep under review (Accountability Board). To be put in place for Strategic Board - before June Board meeting	High	Low
Updated ToR	Strategic Board and Federated Boards to ensure that the terms of reference has been updated to reflect the requirements of the Assurance Framework	SELEP / Federated Areas	Governance Officer & Federated Area Lead Officers	Noting - Strategic Board to review ToR for June 2019 Board meeting, therefore proposing for Federated Boards by September 2019.	Jun'19 (Strategic Board) Sept'19 (Federated Boards)	High	Low
S151 officer in attendance of SELEP Meetings	Invitations extended to the S151 officer or representative to all Board meetings (to consider attending as required).	Secretariat	Governance Officer	For any meeting not attended by the Essex County Council S151, their will be representation on their behalf at every decision making Board.	In place / to keep under review	Low	Low
Comms strategy	Communications Strategy to be refreshed and taken to Strategic Board for approval and implementation	SELEP	Business Engagement and Comms Manager	Communications Strategy to reflect the Economic Strategic Statement is being developed to replace the current strategy / approach	By Jun'19	High	Low
Branding and marketing	For Government and SELEP branding to be used on all marketing,	SELEP / Federated Areas	Business Engagement and Comms Manager	Communications and Marketing Manager and Capital Programme Manager work with leads for each area to ensure marketing and promotion of projects incorporates Government and SELEP branding.	In place / to keep under review	Low	Low
Dol	Declaration of interest to be noted from outset of each meeting.	Secretariat	Chair	At the start of each Strategic board, Accountability Board and Federated Board meeting Board members are required to state any Declarations of Interest in relation to decisions to be taken at that meeting. Declarations are included in the meeting minutes and held as part of the record of the meeting.	In place / to keep under review	Medium	Medium
Dol	All members of Strategic and Accountability Boards; Investment Panel; and Federated Boards are required to complete a Declaration of Interest form.	SELEP / Federated Areas	Governance Officer	For these to be reviewed every 6 months	In place / to keep under review	Medium	Medium
Dol	Declaration of Interest forms to be published on website for all Strategic Board, Accountability Board, Investment Panel and Federated Board members.	SELEP / Federated Areas	Governance Officer	Noting with the signature redacted. For the interests published on the website - signatures to be redacted.	Review Registers of Interest on the SELEP website and redact signatures by May'19	High	Medium
Dol	LEPs should ensure senior members of staff or those staff involved in advising on decisions should also complete this form and report interests. Unless there is a relevant or new interest that pertains to a meeting or decision, LEP staff should review their interests every six months.	Secretariat	Governance Officer	SELEP Secretariat and Senior Officer Group to complete a Dol form and review every 6 months. These will be held securely, only the Managing Director's form will be uploaded to the website.	In place / to keep under review	Medium	Medium
s151 sign off	The business case template to include confirmation of assurances from the Section 151 officer of the promoting authority that Value for Money is true and accurate.	Secretariat	Governance Officer	The Business Case template contains an Appendix which sets out a S151 officer letter to be submitted alongside the Business Case to provide assurance that the information contained within the Business Case is true and accurate.	In place / to keep under review	Low	Low
Working Groups	Working Groups requested to publish their Terms of Reference, calendar of dates and papers produced on SELEP's website	Working Groups / SELEP	Governance Officer	While informal non decision making working groups, in the interests of openness and transparency, SELEP requests the working groups to adhere to the Assurance Framework guidelines on publishing material on the SELEP website.	In place / to keep under review	Low	Low

Area	Requirement	Responsibility	Contact (officer)	Action Required	Timeline	Priority of delivery	Impact
Value for Money	A named individual / postholder with overall responsibility for ensuring value for money for all projects and programmes.	Capital Programme Manager	Capital Programme Manager	Noting - any incorporated model proposed for approval would work in conjunction with the wider structures of the SELEP including the Federated Boards and Accountability Board.	In place / to keep under review	Low	Low
VfM reporting	Value for money section to be reflected in the standard reporting template for Accountability Report funding approvals and changes.	Capital Programme Manager	Capital Programme Manager	A section is included in each report to SELEP Accountability Board for the award of funding, which sets out details of the projects value for money assessment and the ITE's recommendation on the projects Value for Money.	In place / to keep under review	Low	Low
Social Value	A section included in the standard business case template for promoters to set out how they will maximise social value.	SELEP	Capital Programme Manager	The SELEP Business Case template asks scheme promoters to provide details on how the procurement for the scheme increases social value in accordance with the Social Value Act 2012 (e.g. how in conducting the procurement process it will act with a view of improving the economic, social and environmental well-being of the local area and particularly local businesses)	In place / to keep under review	Low	Low
Information on the process for applying for funding	Information on the website on the process for applying for funding.	Secretariat	Governance Officer	To publish the information on the process for applying for funding, as agreed by the Board.	In place / to keep under review	Low	Low
Update on projects publicly available	A rolling schedule of projects, outlining a brief description of the project, names of key recipients of funds/contracts and amounts of funds designated by year.	Secretariat	Governance Officer	For this information to be readily available on the SELEP website.	In place / to keep under review	Low	Low
Prioritisation Process	Each Federal Board to apply the prioritisation process as approved by Strategic Board	SELEP and Federated Areas	Governance Officer, Federated Board Lead Officers	First meeting of the Investment Panel took place on 8th March 2019, a lessons learnt exercise is being undertaken to inform future work - to report to the June Strategic Board.	In place / review (lessons learnt to Strategic Board Jun'19)	High	Low
Single list	SELEP is committed to developing and maintaining a single pipeline of LGF projects, should LGF underspend become available.	SELEP	Capital Programme Manager	A single LEP prioritised project list (and for this to be published on the SELEP website)	In place / to keep under review	Low	Low
Business Case Template	All Strategic Outline Business Cases to use the Business Case Template	Federated Areas	Federated Board Lead Officers	SELEP Business Case template is in place and issued to all partners. Local partners are implementing the practice of using the SELEP Business Case template for the development of Business Cases. The template is also used to develop Strategic Outline Business Cases for GPF submissions.	In place / to keep under review	Low	Low
Business Case Template	The business case template to include endorsement by the Federated Board.	Federated Areas	Federated Board Lead Officers	Each Business Case put forward for funding allocation is required to demonstrate endorsement of the project by the Federated Board	In place / to keep under review	Low	Low
Gate 2 BC publication	The Gate 2 Outline Business Case for the project to be published on the SELEP website at least one month in advance of the Accountability Board meeting.	SELEP / Federated Areas	Capital Programme Manager	Business Cases are uploaded alongside the meeting date and meeting Forward Plan at least one month in advance of the funding decision being taken.	In place / to keep under review	Low	Low
Gate 4 & 5 BC publication	Projects completing a Gate 4 and 5 review, the full business case to be published at least one month in advance of the Accountability Board meeting	SELEP / Federated Areas	Capital Programme Manager	Business Cases are uploaded alongside the meeting date and meeting Forward Plan at least one month in advance of the funding decision being taken.	In place / to keep under review	Low	Low