



SOUTH EAST
LOCAL ENTERPRISE
PARTNERSHIP

LEP REVIEW IMPLEMENTATION PLAN 2019-20

May 2019



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INTRODUCTION

This is a working document which will log, plan and update the SELEP's progress in implementing the LEP Review.

There are 3 sections:

1. The first section is for changes not fully implemented which will require the involvement of the Strategic Board.
2. The second section is for changes not fully implemented that can be actioned by Officers.
3. The third section is for changes that have already been implemented and are either complete or require ongoing maintenance.

Each requirement is shown in this format:

<i>Summary of requirement</i>				
Details of requirement		Deadline: March 2020	Status: Complete/Ongoing/In progress	
Task	Due Date	Relevant person	Progress update	
Details of task 1	June 2019	Details of who is responsible for this task	1/6/19	Delayed due to X
Details of task 2	July 2019	Or who is responsible for ongoing maintenance	15/6/19	Completed early due to X
Etc.				

CHANGES REQUIRING BOARD OVERSIGHT AND/OR APPROVAL

INCORPORATION

Creating a legal personality

To have a legal personality in place. The Strategic Board has agreed in principle to a 'nil return' company.

Deadline: 28th Feb 2020

Status: In progress

Task	Due Date	Relevant person	Progress update	
To agree that SELEP will incorporate by March 2020 per Government requirements	March 2019	Strategic Board	22/03/19	Agreed by the board
Establish working group/sub-group for this work	March 2019	CEO/ Chair	22/03/2019	<p>Following a vote with 22 in favour, the board agreed to:</p> <p>a) Appointing an independent, external body, through an open and transparent selection process, to provide options and recommendations on how an appropriate Board size and composition could be achieved; and</p> <p>b) Creating a Steering Group, to be chaired by the Board Chair, to oversee the Independent Review and the scope of the review. Nominations would be sought for the Steering Group, and the Steering Group would comprise of at least one member from each of the Federated Areas.</p>
Further definition for working groups	May 2019	CEO/Chair	14/5/19	Document circulated by CEO outlining the proposal of 2 sub-groups, one for board composition (see below requirement) and one for legal personality
To agree the type of company to register.	June 2019	To agree at June Strategic Board meeting.		
To agree who will be members and who will be directors of the company.	June 2019	To agree at June Strategic Board meeting.		

To create and agree the articles of association.	December 2019	Officers to draft and discuss, to be agreed at December board meeting.		
To register the company on Companies House.	January 2019	COO to register the company.		

BOARD COMPOSITION

Changing size and public/private sector ratio

The Strategic Board must have no more than 20 members, with an option for five co-opted members, with at least two thirds from the private sector.

Deadline: 31st March 2020

Status: In progress

Task	Due Date	Relevant person	Progress update	
To agree to change the composition of the board as per the Governments requirements by March 2020	March 2019	Strategic Board	22/03/2019	Agreed by the board
To decide how to implement the change of board composition	March 2019	Strategic Board	22/03/2019	Following a vote with 22 in favour, the board agreed to: a) Appointing an independent, external body, through an open and transparent selection process, to provide options and recommendations on how an appropriate Board size and composition could be achieved; and b) Creating a Steering Group, to be chaired by the Board Chair, to oversee the Independent Review and the scope of the review. Nominations would be sought for the Steering Group, and the Steering Group would comprise of at least one member from each of the Federated Areas.
Decide the details of steering/working groups	May	CEO, chair, volunteer members	14/5/19	Document circulated by CEO outlining the proposal of 2 sub-groups, one for board composition and one for legal personality (see above requirement)
Organisation of sub-group to lead work on board composition	May	CEO, Governance Officer	23/5/19	Governance officer in process of organising initial shared conference call- date to be decided 24/5/19

To complete and approve the tender for the Independent Review.	May 2019	To be completed by COO and approved by Strategic Board Chair.		
To put out for tender	May 2019	COO		
To select winning bidder	June 2019	To be selected by COO and approved by Strategic Board Chair.		
To engage with Independent review	June to September 2019	Officers and board members		
To received final report from independent review	October 2019	At October Strategic Board meeting		
To implement actions	February 2020	Strategic Board		

Increasing diversity

To have at least one third female membership of appointed members of the Strategic Board.

Deadline: 31st March 2020

Status: *In progress*

Task	Due Date	Relevant person	Progress update	
To decide how to implement this requirement through Independent Review	March 2019	Strategic Board	14/5/19	See progress update under the sections for Incorporation and Board Composition above.
To receive final report from Independent Review	October 2019	At Strategic Board meeting		
To include this KPI on Governance Report to Accountability Board.	Ongoing	Governance Officer	24/5/19	Has been included in Governance and Transparency KPIs in report to Accountability Board

BOARD RECRUITMENT

Recruiting transparently and consistently

To have an open and transparent recruitment process which is consistent across all boards (including Federated Boards). This will also include an appointment process for chairs and deputy chairs.

**Deadline: 31st
March 2020**

Status: *In progress*

Task	Due Date	Relevant person	Progress update	
To decide how to implement this requirement	March 2019	Strategic Board	14/5/19	See progress update under the sections for Incorporation and Board Composition above.
To receive final report from the independent review	October 2019	Strategic Board meeting		
To implement changes	December 2019	Strategic Board		

Agreeing a succession plan

To identify and agree limitation of terms for board members, vice-chairs and federated board members. This will include plans around wider engagement and succession planning.

**Deadline: 31st
March 2020**

Status: *In progress*

Task	Due Date	Relevant person	Progress update	
To decide how to implement this requirement through independent board review	March 2019	Strategic Board	14/5/19	See progress update under the sections for Incorporation and Board Composition above.
To receive final report from the independent review	October 2019	Strategic Board meeting		
To agree succession plan	December 2019	Strategic Board		

Creating a board member induction

To establish a formal induction process for board members.

Deadline: 31st March 2020

Status: *In progress*

Task	Due Date	Relevant person	Progress update	
To prepare a first draft of the board member induction process	June 2019	Governance Officer		

POLICIES AND PROCEDURES

Reviewing the Assurance Framework

Review of Assurance Framework to be a standing item on the last Strategic Board meeting of each calendar year.

Deadline: 31st March 2020

Status: *In progress*

Task	Due Date	Relevant person	Progress update	
To agree the revised Assurance Framework	June 28 2019	Strategic Board		
To revise Assurance Framework as appropriate for incorporation	September 2019	Governance Officer		
To agree the revised Assurance Framework	December 2019	Strategic Board		

Applying the prioritisation process – Developing and maintaining a single pipeline of LGF projects

For each Federated Board to apply the prioritisation process as approved by the Strategic Board.

Deadline: 31st March 2020

Status: *In progress*

Task	Due Date	Relevant person	Progress update	
Open call for LGF projects	Complete	Federated Board		Complete
Assessment and prioritisation of projects by Federated Boards	Complete	Federated Board		Complete
Prioritisation of projects by the Investment Panel	June 2019	Investment Panel		
Reflection on lessons learnt	June 2019	Capital Programme Manager		
Review the project pipeline as directed by the Strategic Board	Ongoing	Investment Panel		

Revising scrutiny arrangements

To revise the current scrutiny arrangements of the Strategic Board within the new incorporated model.

Deadline: 31st March 2020

Status: In progress

Task	Due Date	Relevant person	Progress update	
To review current scrutiny arrangements	October 2019	Governance Officer		
To agree new scrutiny arrangements	December 2019	Strategic Board		

Reviewing the Communication Strategy

To refresh, review and implement a revised Communications Strategy to reflect the Economic Strategic Statement.

Deadline: 31st March 2020

Status: In progress

Task	Due Date	Relevant person	Progress update	
Recruitment of Comms Officer	June 2019	Comms Manager	7/5/19	Interviews held
Communications Strategy to be refreshed	October 2019	Comms Officer		

Reviewing the Terms of Reference

To ensure that the Terms of Reference for the Strategic Board and Federated Boards have been updated to reflect the requirements of the Assurance Framework.

Deadline: 31st March 2020

Status: In progress

Task	Due Date	Relevant person	Progress update	
Strategic Board to review Terms of Reference	June 28 2019	Strategic Board		
Federated Boards to review Terms of Reference	September 2019	Federated area lead officer		

CHANGES ACTIONABLE AT OFFICER LEVEL

MONITORING AND REPORTING

Logging engagement activity

To create and maintain a log of SELEP engagement activities.

Deadline: 31st March 2020

Status: **In progress**

Task	Due Date	Relevant person	Progress update	
Create log	June 2019	Governance Officer		
Keep log of activities up to date	Ongoing	Governance Officer		

SUPPORTING THE BOARD

Formalising the independent Secretariat

The independence of the Secretariat needs to be reflected and enshrined in the governance documentation.

Deadline: 31st March 2020

Status: **In progress**

Task	Due Date	Relevant person	Progress update	
To write the support 'offer' to all board members to be clearly articulated and shared for comment and input.	October 2019	Governance Officer		
Agree a more formalised agreement between the Accountable Body and the Secretariat	Jul 2019	Governance Officer, COO, Accountable Body		
Make sure the Articles of Association for the Board include the independence of the Secretariat.	December 2019	Governance Officer		
To refresh the Joint Committee Agreement, and make sure that it includes the independence of the secretariat.	Next financial year	Accountable Body		

Creating an Officer induction

To create a formal induction process for officers.

Deadline: 31st March 2020

Status: *In progress*

Task	Due Date	Relevant person	Progress update	
To create draft of officer induction process.	June 2019	Governance Officer		

PUBLISHING INFORMATION

Maintaining an expenses register

To create, maintain and publish a register of all board member expenses and hospitality costs.

Deadline: 31st March 2020

Status: *In progress*

Task	Due Date	Relevant person	Progress update	
To create and publish an expenses and hospitality register.	June 2019	Governance Officer		

Publishing registers of interest

To publish all Registers of Interest on the SELEP website for all Strategic Board, Accountability Board and Federated Board members, with signatures redacted.

**Deadline: 31st
March 2020**

Status: *In progress*

Task	Due Date	Relevant person	Progress update	
To upload all registers of interest with signatures redacted.	May 2019	Governance Officer	13/5/19	Awaiting software to redact signatures, will be completed as soon as this is installed. New completion estimate is early June.

Publishing key decisions

To publish all key decisions of the Strategic and Accountability Boards on the Forward plan, SELEP website and upper tier authority websites.

Deadline: 31st March 2020

Status: In progress

Task	Due Date	Relevant person	Progress update	
To publish forward plan for Strategic Board	May 2019	Governance Officer	13/5/19	Awaiting agenda
To publish key decisions of Strategic Board with minutes of June meeting	June 2019	Governance Officer		
To improve current decisions log for previous meetings of AB and SB and publish on the website.	July 2019	Governance Officer		

ONGOING ACTIONS/CHANGES ALREADY IMPLEMENTED

DECLARING INTERESTS

Declaring interests at the outset of meetings

Declarations of interest must be noted for the outset of each meeting.

Deadline: n/a

Status: **Ongoing**

Task	Due date	Relevant person	Progress update	
To ensure that interests are declared at the beginning of all board meetings and recorded in the minutes.	Ongoing	Governance Officer to record in minutes. Respective chairs to ask for declarations at the outset of meetings.		
All declarations and the action taken in respect of that declaration to be stated in minutes	Ongoing	Governance Officer to check all minutes.		

Completing board members' registers of interests

All members of the Strategic Board, Accountability Board and Federated Boards are required to complete a Register of Interests form.

Deadline: n/a

Status: **Ongoing**

Task	Due Date	Relevant person	Progress update	
Ensure that all members have a valid Register of Interests. New members must complete a register within 28 days of joining a board.	Ongoing	Governance Officer sends monthly reminder to lead officers and/or members.		
Members to complete a new form if they have a new interest to declare.	Ongoing	Members to maintain their own register of interests.		

Completing Officers' registers of interests

All senior members of staff or staff involved in advising on decisions must also have a valid register of interests, reviewed the same as for board members.

Deadline: n/a

Status: Ongoing

Task	Due Date	Relevant person	Progress update	
Ensure that all relevant officers have a valid Register of Interests.	Ongoing	Governance Officer sends reminder every six months to officers.		
Officers to complete a new form if they have a new interest to declare.	Ongoing	Officers to maintain their own register of interests.		

CAPITAL PROJECTS

Naming a responsible officer for value for money

To have a named individual/postholder with overall responsibility for ensuring value for money for all projects and programmes.

Deadline: 31st March 2020

Status: Complete

Task	Due Date	Relevant person	Progress update	
Capital Programme Manager is the named postholder.	n/a	Capital Programme Manager.		

Including value for money section in the Accountability Board report

To include a value for money section in the standard reporting template for Accountability Board reports for funding approvals or changes.

Deadline: 31st March 2020

Status: Ongoing

Task	Due Date	Relevant person	Progress update	
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.	n/a	Capital Programme Manager		

Including social value in business cases

To include a section in the standard business case template for promoters to explain how they will maximise social value.

Deadline: 31st March 2020

Status: Complete

Task	Due Date	Relevant person	Progress update	
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.	n/a	Capital Programme Manager		

Using the business case template consistently

To use the SELEP Business Case Template for all strategic outline business cases.

Deadline: 31st March 2020

Status: Ongoing

Task	Due Date	Relevant person	Progress update	
SELEP business case template is in place and issued to all partners/ Federated Areas. 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.	n/a	Capital Programme Manager, Lead Officers		

POLICIES AND PROCEDURES

Agreeing a Diversity Statement

To include a diversity statement in the SELEP Assurance Framework to provide the approach to diversity.

Deadline: 31st March 2020

Status: Complete

Task	Due Date	Relevant person	Progress update	
There is an equality and diversity section in the Assurance Framework.	Complete	Governance Officer		

Creating an Annual Report and Delivery Plan

To have an annual report and delivery plan in place for the year.

Deadline: 31st March 2020

Status: Ongoing

Task	Due Date	Relevant person	Progress update	
To prepare annual report and delivery plan in accordance with deadlines.	AGM July and ongoing	COO		
Inclusion of financial statement in annual report	AGM July	COO		

Reviewing Key Policies annually

To conduct an annual review of all policies required in the Assurance Framework.

Deadline: 31st March 2020

Status: Ongoing

Task	Due Date	Relevant person	Progress update	
To undertake a review of SELEP policies in line with the timeline for the LEP review workstreams.	Ongoing	Governance Officer		

Including an Equality Act statement in business cases

To include in the Business Case Template a section for project promoters to explain how the project is compliant with the Equality Act 2010.

Deadline: 31st March 2020

Status: Complete

Task	Due Date	Relevant person	Progress update	
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 project's 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	n/a	Capital Programme Manager		

ACCOUNTABLE BODY

Inviting the S151 officer to SELEP Meetings

To extend invitations to the Section 151 Officer or representative to all board meetings.

Deadline: 31st March 2020

Status: Ongoing

Task	Due Date	Relevant person	Progress update	
For any meeting not attended by the Essex County Council S151, there will be representation on their behalf at every decision-making Board.	n/a	Accountable Body		

Including S151 Officer Assurance in business cases

To include in the Business Case Template assurance from the Section 151 Officer of the promoting authority that the value for money statement is true and accurate.

Deadline: 31st March 2020

Status: Complete

Task	Due Date	Relevant person	Progress update	
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.	n/a	Capital Programme Manager		

PUBLISHING INFORMATION

Sharing meeting materials to timescales

To share meeting material to the agreed timescales.

Deadline: 31st March 2020

Status: **Ongoing**

Task	Due Date	Relevant person	Progress update	
To publish Strategic and Accountability Board meeting materials to the agreed timescales.	Ongoing	Governance Officer/Secretariat		
Federated Boards to provide meeting materials to SELEP within agreed timescales.	Ongoing	Lead officers in Federated Area		

Publishing Gate 2 business cases

To publish the Gate 2 outline business base at least one month in advance of Accountability Board meetings.

Deadline: 31st March 2020

Status: **Ongoing**

Task	Due Date	Relevant person	Progress update	
Business Cases are uploaded alongside the meeting date and meeting Forward Plan at least one month in advance of the funding decision being taken.	n/a	Capital Programme Manager		

Publishing Gate 4 and 5 business cases

To publish the Gate 4 and 5 full business cases for relevant projects at least one month in advance of Accountability Board meetings.

Deadline: 31st March 2020

Status: **Ongoing**

Task	Due Date	Relevant person	Progress update	
Business Cases are uploaded alongside the meeting date and meeting Forward Plan at least one month in advance of the funding decision being taken.	n/a	Capital Programme Manager		

Publishing the application process

To publish information around the process for applying for funding on the SELEP website, as agreed by the Strategic Board.

Deadline: 31st March 2020

Status: Complete

Task	Due Date	Relevant person	Progress update	
Application process information is available on the SELEP website.	n/a	Capital Programme Manager		

Publishing updates on projects

To publish on the SELEP website a rolling schedule of projects, outlining a brief description of the project, names of key recipients of funds/contracts and amounts of funding designated by year.

Deadline: 31st March 2020

Status: Ongoing

Task	Due Date	Relevant person	Progress update	
The rolling schedule of projects is available on the website.	n/a	Capital Programme Manager		

Publishing Working Group documents

To publish on the SELEP website the Terms of Reference, calendar of dates and papers of the Working Groups.

Deadline: 31st March 2020

Status: Ongoing

Task	Due Date	Relevant person	Progress update	
Working Group documents are published on the website.	n/a	Governance Officer, Working Groups		

Using correct branding

To use Government and SELEP branding on all marketing.

Deadline: 31st March 2020

Status: Ongoing

Task	Due Date	Relevant person	Progress update	
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.	n/a	Communications and Marketing Manager		
Ensure the correct use of Governments updated branding guidance across the SELEP website.		Communication and Marketing Manager		