

Forward Plan reference number: (N/A)

Report title: Assurance Framework Implementation Plan Delivery Update	
Report to Accountability Board	
Report author: Adam Bryan, SELEP Managing Director	
Date: 15 th February 2019	For: Information
Enquiries to: samantha.grant@southeastlep.com	
SELEP Partner Authority affected: All	

1. Purpose of report

1.1 The purpose of this report is to make the Accountability Board (the Board) aware of:

1.1.1 The progress which has been made by the South East Local Enterprise Partnership (SELEP) team and the federated areas in implementing the existing Assurance Framework, based on the current National Assurance Framework and the Ministry of Housing, Communities and Local Government (MHCLG) Deep Dive recommendations (from April 2018).

The Board is reminded that it is accountable for assuring that all requirements of the Assurance Framework are implemented.

1.1.2 The progress made against the governance and transparency performance indicators. (Appendix 1)

1.1.3 The Governance Assurance Statement provided to MHCLG as part of the SELEP's Annual Performance Review. (Appendix 2)

1.1.4 A forward look at the revised National Assurance Framework, published by MHCLG on the 9th January 2019.

2. Recommendations

2.1 The Board is asked to:

2.1.1 **Note** the SELEP team and federated areas progress in implementing the:

2.1.1.1 SELEP Assurance Framework; and

- 2.1.1.2 Ministry of Housing, Communities and Local Government (MHCLG) Deep Dive recommendations.
- 2.1.2 **Note** the progress made against the governance and transparency performance indicators.
- 2.1.3 **Note** the Governance Assurance Statement provided to MHCLG as part of the Annual Performance Review for the SELEP. and that the outcome of the review is expected later in February / March 2019.
- 2.1.4 **Note** that this is the final report for 2018/19 and under the current Local Assurance Framework.
- 2.1.5 **Note** that the SELEP Local Assurance Framework will be revised for 2019/20 to reflect the revised National Assurance Framework requirements. This will be presented to the SELEP Strategic Board for approval at its next meeting on 22nd March 2019.

3. Context

- 3.1 In February 2018, the Strategic Board agreed an updated version of its Assurance Framework to meet the requirements of the Mary Ney Review and the Local Enterprise Partnership “governance and transparency: best practice guidance” which followed.
- 3.2 It is necessary to ensure that all requirements of the Local Assurance Framework are being fully implemented to ensure receipt of future years core funding and Local Growth Fund (LGF) allocations.
- 3.3 To ensure that SELEP fully satisfies the requirements of the SELEP Assurance Framework and the additional recommendations of the SELEP Deep Dive, an implementation plan is in place to monitor progress at the SELEP level and for each federated area. In addition, quarterly update reports are provided to the Board to support the Board’s oversight of these governance and transparency arrangements.
- 3.4 It is a requirement by Government for the S151 officer to submit an end of year Assurance Statement on the LEP and its compliance with the Assurance Framework requirements. This declaration has to be submitted by 28th February 2019.

4. Progress in delivering SELEP Assurance Framework requirements

- 4.1 Most of the SELEP Assurance Framework requirements are now fully embedded in the activities of the SELEP team, Strategic Board, Accountability Board, Federated Areas and local partners.

- 4.2 However, there are two outstanding actions for the SELEP secretariat and Federated Boards as set out below. These are now the only outstanding actions from the current SELEP Assurance Framework.
- 4.2.1 All Strategic Board members have Registers of Interests (ROIs) published and these have been reviewed within the last 12 months, however there are outstanding gaps in updated ROIs being published on the SELEP website which have been reviewed within the last six months.
 - 4.2.2 There are updated ROIs for some of the members of the Federated Boards, though these are not complete.
 - 4.2.3 The action being taken to resolve both issues is to progress with the lead officers for the Federated Boards. The end date for this is 22nd February 2019.
 - 4.2.4 Outstanding gaps for the SELEP working groups information being available on the SELEP website. Updated terms of reference and membership has been placed on the SELEP website for all of the active working groups. However, for some of the working groups there are gaps in terms of action points from meetings.
 - 4.2.5 The action being taken to resolve this is to have updates from each of the working groups by 7th March 2019, with members of the SELEP secretariat co-ordinating these reports. These update reports will form part of the agenda for the Strategic Board meeting on 22nd March 2019. They will be published on the SELEP website, as part of the 22nd March 2019 Strategic Board papers, and under each of the working group pages. The intention is to have these update reports quarterly, and for them to be uploaded to the working group pages, to reflect the key activities for the quarter.

5. Progress in delivering on MHCLG Deep Dive recommendations

- 5.1 Following receipt of the Deep Dive report, substantial progress has been made to meet the recommendations. These are summarised below:
- 5.2 **Ensuring open funding calls in all federated areas.** An approach to the development of a SELEP LGF single pipeline was agreed by the Strategic Board in June 2018. An open call for projects was undertaken. This included publicising the LGF3B process extensively through, local authority websites, social media and press releases.
- 5.3 **Where projects have been completed, or significant milestones have been met, that SELEP makes efforts to update this on individual project pages.** Work has been completed to review the information on the SELEP website, with updates on individual project pages for the Local Growth Fund (LGF), for a total of 97 projects. The project pages for the Growing Places

Fund (21 projects) are being reviewed and updated. This will be completed by 8th February 2019. This has been a substantial piece of work and provides much greater visibility of the projects.

- 5.3.1 **SELEP should take steps to satisfy themselves that any underspend is reallocated to the most promising and best value for money projects.** An Investment Panel has now been established, which will meet for the first time on the 8th March 2019. The Panel will agree the pipeline of projects for LGF based on the criteria for prioritisation agreed by the Strategic Board in June 2018. Significant work has been undertaken to consider a range of projects from across the SELEP area and feedback is being sought on the process to date, to inform future work.
- 5.4 **Recruitment to Federated Boards and decisions on representation at Strategic Board level must operate to an open, transparent and consistent process.** The Strategic Board agreed a recruitment policy in June 2018. This has been used for Federated Board recruitment. The Strategic Board has agreed actions to develop further this recruitment policy, for example to produce a job specification for Board Members to define measurable skills, experience, knowledge and personal capabilities required for the role. Once the SELEP Strategic Board has discussed the membership and composition of the Strategic Board, the recruitment policy will be developed and progressed at pace.
- 5.5 **A formal process of induction for new board members needs to be introduced.** An induction approach is in place as part of the recruitment policy. However, this requires more detailed work to ensure that it is embedded into practice and fits any new requirements which result from the SELEP Strategic Board's agreement about its membership and composition.
- 5.6 Recruitment and induction will be a key focus of activity as the Local Assurance Framework is being refreshed to reflect the requirements in the revised National Assurance Framework. This will include actions to address the diversity of the SELEP Strategic Board and the wider partnership.
- 5.7 **The Governance Assurance Statement** (Appendix 2) submitted as part of the SELEP Annual Performance Review provides a brief formal assurance statement on the status of governance and transparency. It notes, *"To ensure that we have the best people at the table and as an enabler of increased diversity, we are reviewing our Board recruitment processes and terms of office policies. These revised policies will be in line with the LEP Review recommendations and will be put to Board for agreement during 2019"*.
- 5.8 At this time, in terms of the Deep Dive recommendations, and as outlined in section 4 (progress on delivering the Assurance Framework requirements) the outstanding actions for the SELEP secretariat and Federated Boards are in relation to further work on the **induction** process and **Register of Interests (ROIs)**. While ROIs are in place for members of these Boards, not all have been reviewed within the last six months.

6. Progress against governance and transparency performance Indicators

- 6.1 These performance measures focus on ensuring that the specific requirements as set out by Government in their LEP Governance and Transparency Best Practice Guidance continue to be met.
- 6.2 Both the secretariat team and federated boards are monitored against their ongoing key performance indicators. These are reported back at each Accountability Board and progress made on these can be found in Appendix 1.
- 6.3 Improvements in agenda and papers being published have been made since the last quarterly report, especially in terms of the timeliness of publishing agenda and papers in advance of meetings though further work is required to ensure that the agreed publishing deadlines are met.
- 6.4 The SELEP secretariat is now committing to publish the agenda and papers for the SELEP Strategic Board two weeks in advance of the Board meeting. This exceeds the requirement in the National Assurance Framework and is based on Board feedback about the substantive nature of Board agendas and having sufficient time to review the items and seek input from those they represent. The agenda and papers for the SELEP Strategic Board on 22nd March will be published on the 8th March 2019.
- 6.5 Outstanding actions from SELEP and Federated areas on the governance and transparency performance indicators are listed below:
 - 6.5.1 A forward plan of decisions for the SELEP Strategic Board and the Federated Boards is to be available on the Federated Boards and SELEPs website at least 28 days in advance of the meeting.
 - 6.5.2 All draft minutes are to be published on SELEP's website 10 clear working days following a meeting.
 - 6.5.3 All final minutes are to be published on SELEP's website 10 clear working days following approval.
 - 6.5.4 Registers of Interests (ROIs) to be reviewed and updated every six months and published on the SELEP website.
- 6.6 For those indicators that are currently not met, as outlined in points 6.5.1 – 6.5.4, actions are in place. It is noted that these indicators will remain in the refreshed Local Assurance Framework. The actions in place include:
 - 6.6.1 For agendas, papers and minutes for the SELEP Strategic Board and the Federated Boards, a tracker is in place, with the Governance Officer contacting Boards to request information (and to load onto SELEP website).
 - 6.6.2 There is a tracker for ROIs to be in place, with prompts made via lead officers for the Federated Boards.

6.6.3 As part of developing the delivery plan for 2019/20, a forward plan of anticipated decisions will be produced.

7. Forward look – revised National Assurance Framework (NAF)

- 7.1 MHCLG in July 2018 published its review of LEPs, titled '*Strengthening Local Enterprise Partnerships*'.
- 7.2 Discussions with Government and local partners in relation to the LEP review have been on-going and the LEP review has been discussed at the SELEP Strategic Board meetings on the 28th September 25th October and 7th December 2018.
- 7.3 The revised National Local Growth Assurance Framework (NAF) was published by MHCLG on 9th January 2019.
- 7.4 The revisions and new mandatory areas within this are consistent with the LEP Review '*Strengthening Local Enterprise Partnerships*' recommendations.
- 7.5 It is noted that the revised NAF has many elements remaining the same as in the current National Assurance Framework (published November 2016).
- 7.6 The most significant changes within the NAF for SELEP relate to moving to incorporated status and the composition and membership of LEP Boards. In terms of membership and composition, these are summarised below.
 - 7.6.1 Membership of the LEP Board, at least two thirds to be representatives from the private sector, (to be compliant by 28/2/2020).
 - 7.6.2 Membership of the LEP Board to have a maximum of 20 people, with the option to co-opt an additional 5 Board members, (to be compliant by 28/2/2020).
- 7.7 Decisions about points 7.6.1 and 7.6.2 would be required at the 6th December 2019 Strategic Board meeting.
- 7.8 The SELEP Chair has written to members of the Strategic Board on the point of Strategic Board membership and composition, following a meeting in January between the Chair and Jake Berry MP about the SELEP Strategic Board's non-compliance with these requirements. The Chair has asked Strategic Board members to vote by electronic procedure on the points below.
 - 7.8.1 The Board is asked to vote on whether the SELEP Strategic Board should consist of no more than 20 full members with 5 co-opted members, with this change implemented prior to March 2020; and
 - 7.8.2 The Board is asked to vote on whether the SELEP Strategic Board should consist of 2/3rd private sector membership.

- 7.9 The vote was issued on 1st February 2019 with responses asked for by midday 15th February 2019. The result will be ratified at the 22nd March 2019 Strategic Board meeting.
- 7.10 Other points of interest in the NAF include:
- 7.10.1 To produce an annual delivery plan and end of year report.
 - 7.10.2 All LEP Board members and LEP officers to be able to access an induction and training programme.
 - 7.10.3 All LEPs are required to have an independent secretariat, to ensure that all Board Members, whether from a public, private or third sector organisation, can access impartial advice and support from the LEP as a collective enterprise.
 - 7.10.4 In places where not all local authorities are represented directly on the LEP Board, it is recognised as being important that their representative is given a mandate through arrangements which enable collective engagement with all local authority leaders.
- 7.11 SELEP's Local Assurance Framework (LAF) reflecting the mandatory areas of the NAF, needs to be agreed and in place for the beginning of 2019/20, with most of the new requirements implemented by the 1st April 2019.
- 7.12 To meet the requirements for the LAF to be in place by the 2019/20, the updated version of the LAF will be considered by the Strategic Board at its meeting on the 22nd March 2019.
- 7.13 A refreshed implementation plan to ensure delivery and tracking of the SELEP refreshed Local Assurance Framework will be produced and shared with the Accountability Board at its April meeting.

8. Accountable Body comments

- 8.1 It is a requirement of Government that the SELEP agrees and implements an assurance framework that meets the revised standards set out in the LEP National Assurance Framework.
- 8.2 The purpose of the Assurance Framework is to ensure that SELEP has in place the necessary systems and processes to manage delegated funding from central Government budgets effectively.
- 8.3 Whilst a number of actions within the Assurance Framework implementation plan were subject to delay, it is noted that plans are in place to progress the outstanding requirements.

- 8.4 The new requirements arising from the refreshed National Local Growth Assurance Framework, published in January 2019, will need to be taken into consideration in a refresh of the SELEP Assurance Framework.
- 8.5 The Accountable Body commissioned an internal audit of the controls and arrangements in place to assure SELEP's processes in meeting the requirements of the Assurance Framework. The internal audit function is yet to issue its final report, however, they have indicated that there are no critical or major findings from the review. Once the report is finalised, the Accountable Body will work with the SELEP secretariat to respond to any recommendations made.
- 8.6 In the section of the Annual Assurance Letter (see appendix 3) that is required to be completed by the s151 Officer of the Accountable Body, no specific issues of concern with regards to governance and transparency were raised, however, matters of best practice were raised in relation to:
- 8.6.1.1 Addressing diversity in the Strategic Board
 - 8.6.1.2 Provision of effective induction and training programme for Strategic Board members
 - 8.6.1.3 Monitoring of the effectiveness of the Investment Panel
 - 8.6.1.4 Implementation of a risk register (see agenda item 20); and
 - 8.6.1.5 Effective management of the transition to incorporation

9. Financial Implications (Accountable Body Comments)

- 9.1 The 2018/19 LGF grant payment has been made on this basis that the requirements of the current SELEP Assurance Framework are being implemented as certified by the S151 Officer of the Accountable Body to the MHCLG in February 2018; it is therefore essential that efforts continue to be made to ensure appropriate consideration and prioritisation is given to implementing the Assurance Framework in full – this will support the annual certification that is required by the S151 Officer of the Accountable Body to the MHCLG with regard to compliance with the framework.
- 9.2 In advance of this year's Annual Conversation with the Government, compliance checks were undertaken to assess whether SELEP continues to meet the Assurance Framework requirements; the outcome of this assessment, and that of the Annual Conversation, contributes to the decision by Government to award next year's Local Growth Fund and Core Funding allocations. In recent years, compliance has meant that the funding has been allocated without additional reporting and approvals required from Government. Non-compliance with the Assurance Framework requirements puts this position at risk with regard to next year's allocation.
- 9.3 Further, to secure LGF and Core funding in future years, Government expects SELEP to implement an updated Assurance Framework that meets the requirements of the revised National Local Growth Assurance Framework,

which incorporates the recommendations of the LEP Review.

10. Legal Implications (Accountable Body Comments)

10.1 There are no legal implications arising from this report.

11. Staffing and other resource implications

11.1 Due to the new requirements in the revised National Assurance Framework (linked to the LEP Review) – a project manager is being recruited to the SELEP secretariat to oversee the various elements of the work.

12. Equality and Diversity implications

12.1 None at present.

13. List of Appendices

- 13.1 Appendix 1 – Governance and Transparency Performance Indicators
- 13.2 Appendix 2 – Governance Assurance Statement submitted as part of the SELEP’s Annual Performance Review
- 13.3 Appendix 3 – S151/73 Assurance Statement submitted as part of the SELEP’s Annual Performance Review

14. List of Background Papers

- 14.1 Current SELEP Assurance Framework [available here](#)
- 14.2 National Local Growth Assurance Framework [available here](#)
- 14.3 Guidance note for completing Registers of Interest [available here](#)

(Any request for any background papers listed here should be made to the person named at the front of the report who will be able to help with any enquiries)

Role	Date
Accountable Body sign off Stephanie Mitchener (On behalf of Margaret Lee, S151 Officer, Essex County Council)	07/02/19

Appendix 1 – Governance and Transparency Performance Measures

Indicator	Target	Met (Y/N)	Comments
Is the Forward Plan of Decisions, including any associated business cases, published at least 28 days in advance of the meeting?	28 days		
Accountability Board - this is needed to ensure appropriate publication of funding decisions		Y	
Strategic Board		N	Forward plan being populated and to be in place from 22 nd March 2019. Delayed from when originally planned due to activity on the LEP Review.
Federated Boards		N	
Are all papers published on the SELEP website 5 clear working days in advance of the meeting	5 days		
Accountability Board		Y	
Strategic Board		N	The Agenda Pack for the December 2018 Strategic Board was published one day behind schedule.
Federated Boards		N	<p>All papers were published on the SELEP website. The timeliness of publishing agendas and papers improved from the previous quarter though remains 'red' for this quarter.</p> <p>For November 2018 meeting; KMEP within the required timescale.</p> <p>For November 2018 meeting: OSE within the required timescale.</p> <p>For December 2018 meeting; EBB one day behind schedule.</p> <p>For December 2018 meeting; TES one day behind schedule.</p>



Are all draft minutes published within 10 clear working days, following the meeting?	10 days		
Accountability Board		Y	
Strategic Board		Y	
Federated Boards		N	<p>All draft minutes are published on the SELEP website but not all were received within the required schedule.</p> <p>Federated Board leads should send Federated Board Agenda Packs to SELEP on hello@southeastlep.com at least 10 working days following the Board meeting.</p>
Are final minutes published within 10 clear working days following approval?	10 days		
Accountability Board		Y	
Strategic Board		Y	
Federated Boards		N/A	For November and December Federated Board meetings – the next meetings are scheduled for 28 th Jan – 18 th Mar'19 and after this the final minutes should be available for publishing.
Are declarations of interest in place for all board members?	100%		
Accountability Board		Y	These continue to be reviewed. (Noting some have not been updated within the last 6 months).
Strategic Board		Y	These continue to be reviewed. (Noting some have not been updated within the last 6 months).
Federated Boards		N	These continue to be reviewed.
Are declarations of interest in place for relevant staff?	100%	Y	



Are all interests declared and recorded in the meeting minutes with a note of actions taken?	100%	Y	Spot checks are completed on the Federated Board minutes to ensure these are completed and noted.
Have all new and amended Projects / Business Cases been endorsed by the respective Federated Board in advance of submission to any of the SELEP boards?	100%	Y	
Publication of Business Cases 1 month in advance of funding decision	100%	Y	

Appendix 2 - Governance Assurance Statement (SELEP Annual Performance Review)

The LEP Chair and Chief Executive should here provide a brief formal assurance statement on the status of governance and transparency. In particular, they should focus on any issues raised in Annex A. This statement should also be published on the LEP's website following conclusion of the Annual Performance Review process (in April 2019). You should cover any overview and scrutiny function undertaken by the Accountable Body. **(max 500 words)**

The SELEP continues to put good governance, transparency and the Nolan Principles at the heart of all its operations. All SELEP Board meetings are held in public, with Board papers published in advance and during this year many of our meetings have been attended by both members of the public and media.

Following the Deep Dive held in early 2018, governance arrangements have been strengthened and a new post was created to co-ordinate the processes required to ensure good governance. It is important to state that the holder of this role does not have responsibility for ensuring good governance; this can only be achieved through every Board Member, each officer and all partners embedding the processes and the principles of the governance framework in all that they do.

We continue to have a strong relationship with our S151 Officer and Accountable Body and they continue to provide appropriate challenge and oversight of our activities. We are also scrutinised by our local authority partners with invitations to scrutiny committees extended and accepted. The principle of ensuring democratic representation within decision making, especially where decisions pertain to the allocation of public funds, is of the highest importance to us and so we welcome the interest and scrutiny of our partners.

Much progress has been made over the last twelve months to strengthen and formalise the arrangements with our sub-Boards in federated areas. There are now full registers of interests for all members and meeting papers and minutes are published. We will continue to work with these Boards to ensure that the LEP Review recommendations are implemented across the Board in a timely manner.

It is clear that we have work to do to improve the diversity of our Boards and sub Boards and we have made that a priority. SELEP's strength comes from the large numbers of partners that are involved in some way in our cause and we will be working with them to bring forward candidates that properly represent our business community and our populations.

To ensure that we have the best people at the table and as an enabler of increased diversity, we are reviewing our Board recruitment processes and terms of office policies. These revised policies will be in line with the LEP Review recommendations and will be put to Board for agreement during 2019.

To increase full transparency of our Strategic Board meetings we now take an audio recording of the meeting and these recordings are available on our website for all interested parties to access.



We are currently working to produce a single, robust prioritised pipeline of projects to be applied to our remaining unspent Local Growth Fund in the first instance. This has been a challenging but ultimately instructive exercise to undertake and has included the establishment of a private sector led Investment Panel. The process has ensured that prioritisation has been made on an open, transparent and consistent basis across the Partnership. The development of this single pipeline is a significant development and is a clear indication of the continuing maturity of the partnership, which in turn gives us a strong base to build on the recommendations of the LEP Review.

Name: Christian Brodie
Position: Chair of SELEP
Date: 15/01/2019

Name: Adam Bryan
Position: SELEP Managing Director
Date: 15/01/2019

Appendix 3 – S151/73 Assurance Statement (SELEP Annual Performance Review)

The Section 151/73 Officer should here provide a report to the Annual Performance Review on their work for the LEP over the last twelve months and their opinion with a specific requirement to identify any issues of concern on governance and transparency. In particular, you should focus on any particular issues raised in Annex A. **(max 500 words)**

The close working arrangements between Essex County Council and SELEP have continued in 2018. It is evident that advice and counsel is sought, and recommendations implemented, this was demonstrated through the successful Deep Dive process during March 2018.

I am satisfied that SELEP is meeting its obligations under the current Assurance Framework and the Secretariat and both Boards continue to make good efforts to improve transparency and accountability. In addition, SELEP Officers are required to adhere to Essex County Council policies and procedures. This gives me additional assurance on matters such as procurement and officer code of conduct. Also, the Assurance Framework implementation plan continues to be reviewed on a quarterly basis by the Accountability Board, providing assurance regarding delivery of requirements.

At this time there are no specific issues of concern to be raised on governance or transparency and our internal audit of the SELEP, that is currently being concluded, is not expected to identify any substantive areas of risk.

However, whilst I have no concerns, there are some matters of best practice that I would wish to see the SELEP team work towards over the next 12 months.

1. Board Diversity –the Board has recognised the need to achieve greater diversity in representation to ensure that it is more reflective of the population across the geography of the SELEP area. A plan to progress this issue should be developed and agreed and monitored by the Board, including consideration of how the Assurance Framework and Board terms and conditions are strengthened to support this.

2. Board Member Induction and Training – The SELEP induction process has been recognised as an area for further improvement for all new and existing board members; training should ensure full awareness and understanding of the requirements of the SELEP Assurance Framework and the respective Corporate Governance policies, in particular, how these apply to decision making and how business board members can access additional support and advice. The SELEP Governance Officer is leading on developing the induction and training programme and the Accountable Body has committed to support this process.

3. Investment Panel – This panel, designed to prioritise projects and develop a pipeline of future investment, has not yet met. The Panel is an important part of



the framework to support good evidenced based decisions and so it is recommended that it meets as soon as possible and becomes part of the everyday working of SELEP. The Accountable Body s151 officer, or their representative, will attend all panel meetings to provide advice, as appropriate. It is anticipated that the prioritisation process will be subject to on-going review and development as part of the SELEP team's commitment to continuous improvement.

4. Risk Management – Given the increasing responsibilities of SELEP, the work underway to develop a risk register is welcomed, as is the associated planned reporting to the board. The Accountable Body will continue to provide advice supporting the implementation of a more strategic approach to risk management.

5. Incorporation – The Government's requirement for incorporation by SELEP is noted and the Accountable Body is working with the SELEP team, to support development of options for consideration by the Board; any agreed approach must enable Essex County Council, as the SELEP Accountable Body, to meet its requirements under the SELEP Assurance Framework and seek to ensure that risks to the Authority don't increase in that role.

Asks of Government

1. SELEP have raised the issue of the application of the LGF grant beyond the end of the growth deal with central government and have sought clarity on this over a number of months, but this is not yet confirmed. The Government is therefore requested to clarify this to enable SELEP to continue to deliver projects included within the growth deal, that are expected to be completed beyond March 2021; the Accountable Body is ensuring that the grant is spent in line with the Grant Determination letter requirements which does not impose an end date, however, there has been a lack of clarity in communication from Government to SELEP with regard to this issue.

2. It should be noted by Government that both the SELEP team, and the Accountable Body team supporting the SELEP, may incur capacity issues due to the increasing requirements of Government, particularly in relation to governance and incorporation; the current teams remain comparatively small and do necessitate increased revenue resource from Government to ensure all future requirements can be complied with. In addition, as recommended by the Mary Ney report, timely confirmation with regard to future funding streams is essential to ensure that SELEP can plan for effective delivery, up to, and beyond the Growth Deal.

Name: Margaret Lee

Position: Executive Director for Corporate and Customer Services

Date: 14.01.19