



SOUTH EAST  
LOCAL ENTERPRISE  
PARTNERSHIP

---

# LEP REVIEW IMPLEMENTATION PLAN 2019-20

---

Updated January 2020



## Table of Contents

<b>Introduction .....</b>	<b>2</b>
<b>Changes Requiring Board Oversight and/or Approval .....</b>	<b>3</b>
<b>Incorporation.....</b>	<b>3</b>
<i>Creating a legal personality.....</i>	3
<b>Board Composition .....</b>	<b>6</b>
<i>Changing size and public/private sector ratio .....</i>	6
<i>Increasing Diversity .....</i>	9
<b>Board Recruitment.....</b>	<b>10</b>
<i>Recruiting transparently and consistently.....</i>	10
<i>Agreeing a succession plan.....</i>	Error! Bookmark not defined.
<i>Creating a board member induction .....</i>	12
<b>Policies and Procedures .....</b>	<b>13</b>
<i>Reviewing the Assurance Framework.....</i>	13
<i>Creating a Local Industrial Strategy .....</i>	15
<i>Refreshing the Joint Committee Agreement.....</i>	Error! Bookmark not defined.
<i>Reviewing the Communication Strategy .....</i>	17
<i>Reviewing the Terms of Reference .....</i>	18
<i>Reviewing all policies on an annual basis.....</i>	19
<b>Changes Actionable at Officer Level .....</b>	<b>20</b>
<b>Supporting the Board.....</b>	<b>20</b>
<i>Formalising the independent Secretariat .....</i>	20
<i>Creating a Skills Advisory Panel.....</i>	Error! Bookmark not defined.
<b>Ongoing actions/Changes Already Implemented.....</b>	<b>21</b>
<b>Declaring Interests.....</b>	<b>21</b>
<b>Capital Projects.....</b>	<b>21</b>
<b>Policies and Procedures .....</b>	<b>22</b>
<b>Accountable Body.....</b>	<b>23</b>
<b>Publishing Information.....</b>	<b>23</b>

## 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.

## 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: 31<sup>st</sup> March 2020**

**Risk: MEDIUM/HIGH**

**Status: IN PROGRESS**

Task	Expected Completion Date	Risk factors	Status
To agree that SELEP will incorporate by March 2020 per Government requirements	March 2019		<b>COMPLETE</b> Agreed by the board at March 2019 Strategic Board meeting.
Agree to establish sub-group(s) for this work	March 2019		<b>COMPLETE</b> Agreed at March 2019 Strategic Board meeting.
Circulate further definition for sub groups including composition and structure of meetings.	May 2019		<b>COMPLETE</b> Document circulated by CEO on 14/05/19 outlining the proposal of 2 sub-groups, one for board composition (see below requirement) and one for legal personality. This included details of membership and outlined the function of these sub-groups
To agree the type of company to register.	June 2019		<b>COMPLETE</b> The Strategic Board agreed at their June 2019 board meeting to form a company limited by guarantee.

<p><b>To agree who will be members and who will be directors of the company.</b></p>	<p>October 2019</p>	<p><b>Delivery risk: MEDIUM</b> Reliant on the Strategic Board making a decision at the October 2019 meeting. A joint meeting of the two sub-groups is being held on September 11<sup>th</sup> as an opportunity to develop the recommendations to be presented to the Strategic Board in October 2019.</p> <p><b>Impact of non-delivery: HIGH</b> A decision on the 4<sup>th</sup> October is necessary to form the company limited by guarantee by the end of the financial year. If a decision cannot be made on October the 4<sup>th</sup>, this may cause delays in incorporation and other actions rely on this decision (e.g. creating the suite of documents).</p>	<p><b>COMPLETE</b> The Legal Personality sub-group presented options to the Strategic Board at the October 2019 meeting. The Strategic Board have decided that the company directors will be the Strategic Board members and the members of the company will be all the Federated Board members.</p>
<p><b>To create and agree the articles of association.</b></p>	<p>December 2019</p>	<p><b>Delivery risk: MEDIUM</b> Reliant on support from Essex Legal Services. It has been made clear by the sub-group that these articles must be very thorough in defining the function of the different parts of SELEP. Requires approval process for any changes so no margin for error. Short timescale for processing through Local Authority governance procedures.</p> <p><b>Impact of non-delivery: HIGH</b> Cannot incorporate without articles of association.</p>	<p><b>COMPLETE</b> The Articles of Association were agreed by Electronic Procedure on January 6<sup>th</sup> 2020. The Articles will need to go through the governance processes of each upper tier Local Authority, and any private organisations as relevant, as part of the process of signing up the Directors of SELEP Ltd.</p>

<p><b>To create and agree a Framework Agreement</b></p>	<p>December 2019</p>	<p><b>Delivery risk: LOW</b> As a completely new document, this will require thorough consideration by the Secretariat, Legal Personality subgroup, upper tier Local Authority Monitoring Officers and the Accountable Body before it can be considered by the Board. If it is approved by the Board, it then must go through the governance processes for each upper tier Local Authority. The timescales are short and there has not been a clear consensus regarding this document within the Legal Personality subgroup.</p> <p><b>Impact of non-delivery: LOW</b> Although useful, this document is not a government requirement and will not affect funding.</p>	<p><b>IN PROGRESS</b> The agreement has been finalised. Parties to the Agreement (the six local authorities) need to formally take decisions to enter into the agreement. This is happening in conjunction with the decision on Board Director as detailed above.</p>
<p><b>To register the company on Companies House.</b></p>	<p>February 2020</p>	<p><b>Delivery risk: MEDIUM</b> Dependent on articles of association being agreed.</p> <p><b>Impact of non-delivery- HIGH</b> Would cause non-compliance with the requirements of the LEP review and therefore put future funding at risk.</p>	<p><b>NOT YET STARTED</b> The Company will be registered on the 28<sup>th</sup> of February 2020.</p>

## 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: 28<sup>th</sup> February 2020**

**Risk: MEDIUM/HIGH**

**Status: IN PROGRESS**

Task	Expected completion date	Risk factors	Status
To agree that SELEP will change board composition by March 2020 per Government requirements	March 2019		<b>COMPLETE</b> Agreed by the board at March 2019 Strategic Board meeting.
Agree to establish sub-group(s) for this work	March 2019		<b>COMPLETE</b> Agreed at March 2019 Strategic Board meeting.
Circulate further definition for sub groups including composition and structure of meetings.	May 2019		<b>COMPLETE</b> Document circulated by CEO on 14/05/19 outlining the proposal of 2 sub-groups, one for board composition (see below requirement) and one for legal personality. This included details of membership and outlined the function of these sub-groups
To tender an Independent review of the Board to inform Board Composition sub-group discussions and to present a final report to the Strategic Board in October 2019.	June 2019		<b>ABANDONED</b> There were no bids for this work. The sub-group has decided that this work is not necessary, and the report will be written by officers.

<p><b>To agree the composition of the new board.</b></p>	<p>October 2019</p>	<p><b>Delivery Risk: MEDIUM</b> The decision itself is reliant on agreement at the Strategic Board meeting. The proposal has been developed through the sub-groups to incorporate member’s views throughout the process.</p> <p><b>Impact of non-delivery: HIGH</b> If a decision cannot be taken at the October Board meeting, then this will delay the implementation of the LEP review. Recruitment of the new Board needs to happen as soon as possible in order to meet the March deadline, and any delay within this will make this a much tighter deadline. Other actions are also reliant on this decision. The articles of association required to incorporate the Board cannot be written if the board composition is not decided. This would have a knock-on effect for the entire suit of documents.</p>	<p><b>COMPLETE</b> The Board Composition sub-group presented their proposal to the Strategic Board during their October Board meeting. The Board agreed the proposal with one amendment as follows:</p> <table border="1" data-bbox="1435 331 2134 1460"> <thead> <tr> <th>No.</th> <th>Membership</th> </tr> </thead> <tbody> <tr><td>1</td><td>Chair – business</td></tr> <tr><td>2</td><td>Deputy Chair – business</td></tr> <tr><td>3</td><td>East Sussex CC Leader or Cabinet Member</td></tr> <tr><td>4</td><td>Essex CC Leader or Cabinet Member</td></tr> <tr><td>5</td><td>Kent CC Leader or Cabinet Member</td></tr> <tr><td>6</td><td>Medway Council Leader or Cabinet Member</td></tr> <tr><td>7</td><td>Southend-on-Sea Borough Council Leader or Cabinet Member</td></tr> <tr><td>8</td><td>Thurrock Council Leader or Cabinet Member</td></tr> <tr><td>9</td><td>Essex Federated Board Business Chair</td></tr> <tr><td>10</td><td>Essex Federated Board business representative</td></tr> <tr><td>11</td><td>Opportunity South Essex Board Business Chair</td></tr> <tr><td>12</td><td>Opportunity South Essex business representative</td></tr> <tr><td>13</td><td>Kent &amp; Medway Economic Partnership Business Chair</td></tr> <tr><td>14</td><td>Kent &amp; Medway Economic Partnership business representative</td></tr> <tr><td>15</td><td>Team East Sussex Business Chair</td></tr> <tr><td>16</td><td>Team East Sussex business representative</td></tr> <tr><td>17</td><td>Business representative – KMEP</td></tr> </tbody> </table>	No.	Membership	1	Chair – business	2	Deputy Chair – business	3	East Sussex CC Leader or Cabinet Member	4	Essex CC Leader or Cabinet Member	5	Kent CC Leader or Cabinet Member	6	Medway Council Leader or Cabinet Member	7	Southend-on-Sea Borough Council Leader or Cabinet Member	8	Thurrock Council Leader or Cabinet Member	9	Essex Federated Board Business Chair	10	Essex Federated Board business representative	11	Opportunity South Essex Board Business Chair	12	Opportunity South Essex business representative	13	Kent & Medway Economic Partnership Business Chair	14	Kent & Medway Economic Partnership business representative	15	Team East Sussex Business Chair	16	Team East Sussex business representative	17	Business representative – KMEP
No.	Membership																																						
1	Chair – business																																						
2	Deputy Chair – business																																						
3	East Sussex CC Leader or Cabinet Member																																						
4	Essex CC Leader or Cabinet Member																																						
5	Kent CC Leader or Cabinet Member																																						
6	Medway Council Leader or Cabinet Member																																						
7	Southend-on-Sea Borough Council Leader or Cabinet Member																																						
8	Thurrock Council Leader or Cabinet Member																																						
9	Essex Federated Board Business Chair																																						
10	Essex Federated Board business representative																																						
11	Opportunity South Essex Board Business Chair																																						
12	Opportunity South Essex business representative																																						
13	Kent & Medway Economic Partnership Business Chair																																						
14	Kent & Medway Economic Partnership business representative																																						
15	Team East Sussex Business Chair																																						
16	Team East Sussex business representative																																						
17	Business representative – KMEP																																						

			<table border="1"> <tr> <td><b>18</b></td> <td>Business representative – KMEP</td> </tr> <tr> <td><b>19</b></td> <td>Business representative – KMEP</td> </tr> <tr> <td><b>20</b></td> <td>Business representative – Open recruitment</td> </tr> <tr> <td><b>Sub Total – Main Board</b></td> <td><b>6 Public 14 Private</b></td> </tr> <tr> <td><b>Proportions</b></td> <td><b>30% Public 70% Private</b></td> </tr> <tr> <td colspan="2"><b>Co-opted positions (refreshed yearly)</b></td> </tr> <tr> <td><b>21</b></td> <td>Local Planning Authority Leader or Cabinet Member</td> </tr> <tr> <td><b>22</b></td> <td>Local Planning Authority Leader or Cabinet Member</td> </tr> <tr> <td><b>23</b></td> <td>Further Education representative</td> </tr> <tr> <td><b>24</b></td> <td>Higher Education representative</td> </tr> <tr> <td><b>25</b></td> <td>Third Sector representative</td> </tr> <tr> <td><b>Sub Total – Co opts</b></td> <td><b>2 Public 3 Private</b></td> </tr> <tr> <td><b>Proportions</b></td> <td><b>40% Public 60% Private</b></td> </tr> <tr> <td><b>GRAND TOTAL</b></td> <td><b>8 Public 17 Private</b></td> </tr> <tr> <td><b>Overall proportions</b></td> <td><b>32% Public 68% Private</b></td> </tr> </table>	<b>18</b>	Business representative – KMEP	<b>19</b>	Business representative – KMEP	<b>20</b>	Business representative – Open recruitment	<b>Sub Total – Main Board</b>	<b>6 Public 14 Private</b>	<b>Proportions</b>	<b>30% Public 70% Private</b>	<b>Co-opted positions (refreshed yearly)</b>		<b>21</b>	Local Planning Authority Leader or Cabinet Member	<b>22</b>	Local Planning Authority Leader or Cabinet Member	<b>23</b>	Further Education representative	<b>24</b>	Higher Education representative	<b>25</b>	Third Sector representative	<b>Sub Total – Co opts</b>	<b>2 Public 3 Private</b>	<b>Proportions</b>	<b>40% Public 60% Private</b>	<b>GRAND TOTAL</b>	<b>8 Public 17 Private</b>	<b>Overall proportions</b>	<b>32% Public 68% Private</b>
<b>18</b>	Business representative – KMEP																																
<b>19</b>	Business representative – KMEP																																
<b>20</b>	Business representative – Open recruitment																																
<b>Sub Total – Main Board</b>	<b>6 Public 14 Private</b>																																
<b>Proportions</b>	<b>30% Public 70% Private</b>																																
<b>Co-opted positions (refreshed yearly)</b>																																	
<b>21</b>	Local Planning Authority Leader or Cabinet Member																																
<b>22</b>	Local Planning Authority Leader or Cabinet Member																																
<b>23</b>	Further Education representative																																
<b>24</b>	Higher Education representative																																
<b>25</b>	Third Sector representative																																
<b>Sub Total – Co opts</b>	<b>2 Public 3 Private</b>																																
<b>Proportions</b>	<b>40% Public 60% Private</b>																																
<b>GRAND TOTAL</b>	<b>8 Public 17 Private</b>																																
<b>Overall proportions</b>	<b>32% Public 68% Private</b>																																
<b>To assemble the new Board</b>	February 2019	<p><b>Delivery Risk: LOW</b> All Board members will be company directors, so there is inherent risk as each member needs to register as a company director, and this may be subject to governance procedures and/or legal advice. Most of the Strategic Board seats are reliant on recruitment through the Federated Boards. All Federated Boards already have members that could be nominated. The Chair and</p>	<p><b>IN PROGRESS</b> All Federated Boards are aware of the requirements and will be able to identify their representatives by February 2019. The candidate for the Deputy Chair, and the extension to the Chair’s term, will be agreed at the January Strategic Board meeting.</p>																														

		<p>Deputy Chair recruitment is where most of the risk lies, particularly for the Chair if he decides to stand down in December, as the timescales are tight.</p> <p><b>Impact of non-delivery: HIGH</b> This new Board must be assembled in order to be compliant with Government requirements and receive funding.</p>	
--	--	---	--

---

*Increasing Diversity*

---

**To improve the gender balance and representation of those with protected characteristics on the Board.** **Deadline: 28<sup>th</sup> February 2020**      **Risk: MEDIUM**      **Status: IN PROGRESS**

Task	Expected Completion Date	Risk factors	Status
<b>Recruit at least 33% women to the board and improve representation of those with protected characteristics.</b>	March 2020 Strategic Board meeting	<p><b>Delivery risk: HIGH</b> SELEP does not have control over who is selected as the Local Authority members, who are currently all male. Effort will be made to increase the number of women on the Board but this is unlikely to reach the required number.</p> <p><b>Impact of non-delivery: HIGH</b> SELEP is committed to achieving the target of improving diversity on its Board and will do all that is possible to meet this requirement. If the target is not met, there is no explicit risk to funding, however the SELEP will need to evidence the steps taken to try and improve diversity. The Government has also indicated increasing</p>	<p><b>IN PROGRESS</b> The number of female representatives on the Strategic Board has increased, such as through changes to the Higher Education representative. Discussions around diversity have been held within both sub-group meetings, particularly around targeted advertising and strategic wording to increase inclusivity. Federated Boards, although not required under the LEP review, will need to replicate this requirement as far as possible, in order to enable the SELEP to nominate members from the Federated Boards up to the Strategic Board. The number of female board members is included</p>

		<p>this target to achieve an equal gender balance by 2023, so this is obviously a long-term direction for the SELEP and may become a strict requirement in the future.</p>	<p>on the governance KPI report to the Accountability Board to assist in monitoring progress towards meeting this expectation.</p>
--	--	--	--

## 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: 28<sup>th</sup> February 2020**

**Risk: MEDIUM/HIGH**

**Status: IN PROGRESS**

Task	Expected Completion Date	Risk factors	Status
To agree a recruitment policy for the Chair	June Strategic Board Meeting		<b>COMPLETE</b> The Chair Recruitment Policy was agreed by the Board on the 28 <sup>th</sup> of June 2019, including defined term limits.
To agree a recruitment policy for the Deputy Chair	December Strategic Board meeting October 2019	<p><b>Delivery risk: LOW</b> The electronic procedure is in progress. Quorum has not been reached but the responses have been positive so far so it is likely to be approved.</p> <p><b>Impact of non-delivery: HIGH</b> This is a requirement of the LEP review, and the SELEP would be non-compliant without this in place. The policy is also required in order to recruit the Deputy Chair, without whom the new Board would not be complete.</p>	<b>COMPLETE</b> The Deputy Chair Recruitment Policy was agreed by Electronic Procedure on the 4 <sup>th</sup> of November 2019.

<p><b>To recruit openly and transparently to the Strategic Board, through the Federated Boards.</b></p>	<p>Board to be in place by March Strategic Board meeting.</p>	<p><b>Delivery Risk: MEDIUM</b> The main risk associated with this will be ensuring consistency across the four Federated Boards, however their approach does not need to be identical, just a consistently high standard which meet SELEP’s minimum expectations, as set out in SELEP’s Board Recruitment Policy. Mitigating factors will be the Secretariat supporting the Federated Areas with their recruitment.</p> <p><b>Impact of non-delivery: HIGH</b> This recruitment is necessary to implement the changes to the board composition. If the recruitment is not successful, this may delay the implementation of the new board and the required diversity requirements.</p>	<p><b>IN PROGRESS</b> All Federated Boards have completed the necessary recruitment exercises and will be providing indicative names of Directors by the 31<sup>st</sup> of January 2020, to be confirmed in February 2020.</p>
<p><b>To recruit openly and transparently to the Strategic Board through SELEP appointment.</b></p>	<p>Board to be in place by March Strategic Board meeting.</p>	<p><b>Delivery Risk: MEDIUM</b> There will be an executive search and recruitment exercise undertaken, and there is a risk that a suitable candidate is not identified.</p> <p><b>Impact of non-delivery: HIGH</b> This recruitment is necessary to implement the changes to the board composition. If the recruitment is not successful, this may delay the implementation of the new board.</p>	<p><b>COMPLETE</b> The appointment of a Deputy Chair was agreed at the meeting of Strategic Board on 31 January 2020</p>

*Creating a board member induction*

**To establish a formal induction process for Board members.**

**Deadline: 30th Nov 2019**

**Risk: MEDIUM/HIGH**

**Status: IN PROGRESS**

Task	Expected Completion Date	Risk factors	Status
<p><b>To create a formal induction process for Board members.</b></p>	<p>February 2020</p>	<p><b>Delivery Risk: MEDIUM</b> The creation of the induction process can be actioned before any decisions around board composition or legal personality are taken at Strategic Board level. However, the document will remain live to ensure the information remains up to date and reflects the changes to the SELEP Strategic Board.</p> <p><b>Impact of non-delivery: HIGH</b> This is a requirement of the LEP review, so the SELEP would be non-compliant without this process. Other implications would be under-informed Board members and potential dis-engagement of Board members. This is particularly important due to the upcoming incorporation of the SELEP, as the Board Members will need to understand their new role as company directors.</p>	<p><b>IN PROGRESS</b> Half-day induction sessions are in the process of being scheduled for Directors. As Directors are confirmed, they will be booked onto an induction session.</p> <p>Board members will receive an induction pack including the Handbook, policy excerpts and declarations of interest guidance. The LEP Network plans to provide the SELEP with an induction package, which will need to be adapted for the local area, which we were hoping to receive in January 2020. The Secretariat will create a half-day induction session and will incorporate the LEP Network’s version once received.</p>

<p><b>To implement the Board member induction process for new members and LEP officers</b></p>	<p>January 2019</p>	<p><b>Delivery Risk: MEDIUM</b> The induction process will need to be implemented for all new board members and LEP officers, particularly following the review of the Strategic Board membership.</p> <p><b>Impact of non-delivery: HIGH</b> This is a requirement of the LEP review and therefore SELEP would be non-compliant without implementing this process. Other implications would be under-informed Board members and potential dis-engagement of Board members. This is particularly important due to the upcoming incorporation of the SELEP, as the Board Members will need to understand their new role as company directors.</p>	<p><b>IN PROGRESS</b> Once the induction pack has been completed this will be circulated to all board members and will be kept as a live document to ensure that the changes to the SELEP through incorporation are reflected in the induction pack.</p> <p>Half-day (mandatory) induction sessions will be scheduled for all Board members. Board members will receive the induction pack in advance of these sessions.</p>
--	---------------------	--	--

## 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: 31<sup>st</sup> March 2020**

**Risk:  
HIGH**

**Status: IN PROGRESS**

Task	Expected Completion Date	Risk factors	Status
<p>To agree revised version of the Assurance Framework for 2019.</p>	<p>June Strategic Board meeting.</p>		<p><b>COMPLETE</b> The revised Assurance Framework was agreed at the Strategic Board meeting on the 28<sup>th</sup> of June 2019.</p>

<p><b>To agree new Assurance Framework on incorporation</b></p>	<p>January 2020 Strategic Board meeting</p>	<p><b>Delivery Risk: HIGH</b> Reliant on incorporation in March 2020, which is dependent on high-risk tasks being completed. Also relies on the Strategic Board agreeing this Framework at the March 2020 Strategic Board meeting; the previous Assurance Framework had to be re-revised between March and June 2019.</p> <p><b>Impact of non-delivery: HIGH</b> This document evidences the SELEP's compliance with government's requirements, and therefore without this document up to date and in place in March 2020, SELEP's future year funding will be put at risk.</p>	<p><b>COMPLETE</b> The refreshed Assurance Framework was agreed at the Strategic Board meeting on 31<sup>st</sup> January 2020</p>
<p><b>To review the Assurance Framework on an annual basis.</b></p>	<p>Ongoing</p>	<p><b>Delivery risk: LOW</b> This item can be added to the agenda on an annual basis for review.</p> <p><b>Impact of non-delivery: HIGH</b> It is important to have a current Assurance Framework that contains up to date information in order to receive funding.</p>	<p><b>ONGOING/COMPLETE</b></p> <p>The Assurance Framework will be reviewed at the beginning of 2020-21 and will be added to the agenda at the beginning of 2021-22.</p>

*Creating a Local Industrial Strategy*

**Develop an evidence-based Local Industrial Strategy that sets out a long-term economic vision.**

**Deadline: January 2020**

**Risk: MEDIUM/HIGH**

**Status: IN  
PROGRESS**

Task	Expected Completion Date	Risk factors	Status
<p><b>Stage 1: Draft evidence base creation &amp; review</b></p>	<p>September 2019</p>	<p><b>Delivery Risk: MEDIUM</b> Two members of staff (part-time job share) are dedicated to this work solely. This is a large piece of work with many elements, including evidence gathering and consultations, but is currently on schedule.</p> <p><b>Impact of non-delivery: HIGH</b> This is a key priority from the Government, and the SELEP would be non-compliant with Government, with a real risk to funding, without this strategy.</p>	<p><b>COMPLETE</b> The draft evidence base has been completed, for a final version to be approved in March 2020.</p>

<p><b>Stage 2: Developing Propositions/Intervention (wide consultation, drafting of the LIS and finalising evidence base)</b></p>	<p>December 2019</p>	<p><b>Delivery Risk: MEDIUM</b> Two officers (part-time job share) are dedicated to this work solely. This is a large piece of work with many elements, including evidence gathering and consultations, but is currently on schedule.</p> <p><b>Impact of non-delivery: HIGH</b> This is a key priority from the Government, and the SELEP would be non-compliant with Government, with a real risk to funding, without this strategy.</p>	<p><b>COMPLETE</b> LIS Workshops with wider stakeholders are occurred through October and November. Feedback from these events was fed into the development of the LIS. Draft content was discussed at the December 6<sup>th</sup> Strategic Board meeting.</p>
<p><b>Stage 3: Government co-design</b></p>	<p>Presented for approval at January 2020 Strategic Board meeting, to be finalised/published with Government by March 2020.</p>	<p><b>Delivery Risk: MEDIUM</b> Two members of staff (part-time job share) are dedicated to this work solely. This is a large piece of work with many elements, including evidence gathering and consultations, but is currently on schedule.</p> <p><b>Impact of non-delivery: HIGH</b> This is a key priority from the Government, and the SELEP would be non-compliant with Government, with a real risk to funding, without this strategy.</p>	<p><b>IN PROGRESS</b> A draft version of the LIS will be presented for discussion at the January 2020 Board meeting. There will be an opportunity for the Board to review a further final draft of the LIS.</p> <p>We have been informed by CLGU that timelines for the co-design process have now slipped due to a backlog in Government. This means that the timelines for the LIS have extended.</p> <p>Currently LISs remain a key policy item but this may change following an anticipated Cabinet reshuffle in the spring.</p>

*Reviewing the Communication Strategy*

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

**Deadline: 31<sup>th</sup> March 2020**

**Risk:**  
**MEDIUM/LOW**

**Status: IN**  
**PROGRESS**

Task	Expected Completion Date	Risk factors	Status
<p><b>Creation of a revised Communications Strategy to ensure full compliance with government branding and to develop publicity around LGF projects</b></p>	<p>January 2019</p>	<p><b>Delivery risk: MEDIUM</b> The Communications Officer post has now been filled.</p> <p><b>Impact of non-delivery: MEDIUM/LOW</b> A Communications Strategy is a requirement of the SELEP Assurance Framework. SELEP must ensure the appropriate use of Government’s Growth Deal branding. The development of a communication strategy is important to advise partners on the use of this branding.</p>	<p><b>IN PROGRESS</b> The Communications Strategy will be presented to the January Strategic Board for approval.</p>

## Reviewing the Terms of Reference

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

Deadline: 31<sup>st</sup> March 2020

Risk: **HIGH**

Status: **IN PROGRESS**

Task	Expected Completion Date	Risk factors	Status
Review the 2019-20 SELEP Terms of Reference	June 2019		<b>COMPLETE</b> The Terms of Reference 2019-20 were agreed at the June 28 <sup>th</sup> 2019 Strategic Board meeting.
<b>Agree the 2020-21 SELEP Terms of Reference</b>	March 2020	<p><b>Delivery Risk: HIGH</b> This is reliant on the decisions around board composition and legal personality being made on time in October 2019. Once decided, this risk factor can be reduced to reflect the risk of this being agreed by the Board in March 2020.</p> <p><b>Impact of non-delivery: HIGH</b> The Terms of Reference are required to evidence compliance to the LEP review, and to enshrine the practices of the SELEP.</p>	<b>IN PROGRESS</b> The refreshed Terms of Reference will be presented for approval at the March 20 <sup>th</sup> 2020 Strategic Board meeting.

*Reviewing all policies on an annual basis*

To ensure that all policies are refreshed annually according to the requirements in the Assurance Framework.

**Deadline: 31<sup>st</sup> March 2020**

**Risk: MEDIUM**

**Status: NOT YET STARTED**

Task	Expected Completion Date	Risk factors	Status
<p><b>Ensure that all policies are reviewed on an annual basis</b></p>	<p>March 2020</p>	<p><b>Delivery Risk: Low</b> This piece of work will be prepared by officers for approval at Strategic Board. Other than the requirement of the LEP review, there are no significant policy changes anticipated, and for 2020 this will be primarily ensuring that all policies correlate to the updated Assurance Framework, Terms of Reference and Articles of Association.</p> <p><b>Impact of non-delivery: HIGH</b> This is a requirement of the National Assurance Framework, therefore the LEP would be non-compliant without this completed. There would also be the risk of confusion and lack of transparency in the functioning of the LEP if these documents are incorrect or out of date.</p>	<p><b>IN PROGRESS</b> All policies will be updated and presented for approval at the March 2020 Strategic Board meeting. After this, all policies will be refreshed on at least an annual basis by the Governance Officer.</p>

## CHANGES ACTIONABLE AT OFFICER LEVEL

### SUPPORTING THE BOARD

---

#### *Formalising the independent Secretariat*

---

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

**Deadline: 31<sup>st</sup> March 2020**

**Risk:**  
**MEDIUM**

**Status: IN**  
**PROGRESS**

Task	Expected Completion Date	Risk factors	Status
Include the independence of the secretariat in the Assurance Framework.	June 2019		COMPLETE A section on the independent secretariat is included in the Assurance Framework June 2019.
<b>Put in place a formalised agreement between the Accountable Body and the Secretariat</b>	March 2020	<p><b>Delivery Risk: MEDIUM</b> It is part of the incorporation workstream and is therefore reliant on the membership/legal personality workstream decisions being made, however this work can commence before the decision is taken so the risk of delay is reduced.</p> <p><b>Impact of non-delivery: HIGH</b> This is a crucial document to enshrine the relationship between the Accountable Body and the SELEP as a new legal personality. Although this document is not explicitly requested by the LEP review, it is fundamental in the running of the SELEP and has been identified as an action by ECC audit.</p>	<p><b>NOT YET STARTED</b> This would be supported by Essex Legal Services.</p>

<p><b>Make sure the Assurance Framework includes the independence of the SELEP Secretariat.</b></p>	<p>March 2020</p>		<p><b>COMPLETE</b> The Assurance Framework contains an Independent Secretariat section.</p>
---	-------------------	--	---

## ONGOING ACTIONS/CHANGES ALREADY IMPLEMENTED

All completed actions will be kept under review on a quarterly basis to ensure this information is up to date.

## DECLARING INTERESTS

Requirement	Status
To publish all Registers of Interest on the SELEP website for all Strategic Board, Accountability Board and Federated Board members, with signatures redacted.	COMPLETE/ONGOING
Declarations of interest must be noted for the outset of each meeting.	COMPLETE/ONGOING
All members of the Strategic Board, Accountability Board and Federated Boards are required to complete a Register of Interests form.	COMPLETE/ONGOING
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.	COMPLETE/ONGOING

## BOARD RECRUITMENT

Requirement	Status
To agree a succession plan.	COMPLETE

## SUPPORTING THE BOARD

Requirement	Status
To create a Skills Advisory Panel	COMPLETE

## CAPITAL PROJECTS

Requirement	Status
To have a named individual/postholder with overall responsibility for ensuring value for money for all projects and programmes.	COMPLETE
To include a value for money section in the standard reporting template for Accountability Board reports for funding approvals or changes.	COMPLETE
To include a section in the standard business case template for promoters to explain how they will maximise social value.	COMPLETE
To use the SELEP Business Case Template for all strategic outline business cases.	COMPLETE/ONGOING
To inform the Accountability Board where there are concerns around a project, including presenting the Board with legal options around recovering funding	COMPLETE/ONGOING

## POLICIES AND PROCEDURES

Requirement	Status
To include a diversity statement in the SELEP Assurance Framework to provide the approach to diversity.	COMPLETE
For each Federated Board to apply the prioritisation process as approved by the Strategic Board.	COMPLETE/ONGOING
To have an annual report and delivery plan in place for the year.	COMPLETE/ONGOING
To include in the Business Case Template a section for project promoters to explain how the project is compliant with the Equality Act 2010.	COMPLETE
To create and maintain a log of SELEP engagement activities.	COMPLETE/ONGOING
To hold Annual General Meetings open to the public to attend	COMPLETE/ONGOING (24 <sup>th</sup> June 2020)
To collaborate across boundaries, with other LEPs and the LEP network, and be open to peer review	COMPLETE/ONGOING
To make an open offer to attend Local Authority Scrutiny Committees in their area and attending where requested.	COMPLETE
To revise the current scrutiny arrangements of the Strategic Board within the new incorporated model.	COMPLETE
To refresh the Joint Committee Agreement	Absorbed into Framework Agreement

## ACCOUNTABLE BODY

Requirement	Status
To extend invitations to the Section 151 Officer or representative to all board meetings.	COMPLETE/ONGOING
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.	COMPLETE

## PUBLISHING INFORMATION

Requirement	Status
To publish Strategic and Accountability Board papers to agreed timescales	COMPLETE/ONGOING
To publish the Local Assurance Framework on the website	COMPLETE
To create, maintain and publish a register of all board member expenses and hospitality costs.	COMPLETE/ONGOING
To publish the Gate 2 outline business base at least one month in advance of Accountability Board meetings.	COMPLETE/ONGOING
To publish the Gate 4 and 5 full business cases for relevant projects at least one month in advance of Accountability Board meetings.	COMPLETE/ONGOING
To publish information around the process for applying for funding on the SELEP website, as agreed by the Strategic Board.	COMPLETE/ONGOING
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.	COMPLETE/ONGOING
To publish on the SELEP website the Terms of Reference, calendar of dates and papers of the Working Groups.	COMPLETE/ONGOING
To use Government and SELEP branding on all marketing.	COMPLETE/ONGOING
To publish all key decisions of the Strategic and Accountability Boards on the Forward Plan, SELEP website and upper tier authority websites.	COMPLETE/ONGOING