

Report to Accountability Board	Forward Plan reference number: N/A
Date of Accountability Board Meeting:	23rd February 2017
Date of report:	14th February 2017
Title of report: Assurance Framework Implementation Update, including next steps on implementing requirements of the Mary Ney Review of LEP Governance and Transparency.	
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1. Purpose of report

- 1.1 The purpose of this paper is to make the Accountability Board (the Board) aware of:
- 1.1.1 The progress which has been made by the SELEP team and the federal areas in implementing the changes necessitated by the 2017 Assurance Framework;
 - 1.1.2 Progress made by the SELEP team in implementing the recommendations of the Review of Local Enterprise Partnership Governance and Transparency by Mary Ney (Non-Executive Director, MHCLG) which was released to LEPs on 26th October 2017; and
 - 1.1.3 Plans for the implementation of the 2018 Assurance Framework.

2. Recommendations

- 2.1 The Board is asked to:
- 2.1.1 **Note** the progress to date in implementing the 2017 SELEP Assurance Framework;
 - 2.1.2 **Note** the progress made in delivering the Mary Ney recommendations to the 28th February deadline; and
 - 2.1.3 **Agree** the approach for implementing further changes in accordance with the 2018 Assurance Framework.

3. Assurance Framework Implementation Update

- 3.1 It is a requirement of Government that SELEP agrees and implements an Assurance Framework that meets the revised standards set out in the LEP National Assurance Framework.
- 3.2 The purpose of the Assurance Framework is to ensure that SELEP has the necessary systems and processes in place to manage delegated funding from central Government budgets effectively. The expectation is that the practices and standards which are necessary to provide Government and local partners and the public with assurance that decisions over funding are proper, transparent, and deliver value for money, are fully implemented.
- 3.3 Whilst a majority of the requirements of the Assurance Framework are fully embedded in the activities of the SELEP team, Strategic Board, Accountability Board, Federated Areas and local partners, an Assurance Framework Implementation Plan is in place to ensure that any gaps can be addressed. This is a regular item for the Accountability Board.
- 3.4 Appendix 1 provides a summary version of work required to implement the 2017 Assurance Framework for SELEP and charts progress to date.
- 3.5 The summary provided in Appendix 1 sets out the substantial progress which has been made by the SELEP team and local partners in ensuring that the requirements of the Assurance Framework are being fully implemented. Federated Boards have been working to agree their updated Terms of Reference, to meet the requirements of the SELEP Assurance Framework.
- 3.6 Sound progress has been made on areas which were previously highlighted as being slow to progress. Namely - all federated boards have their available information posted on the SELEP website; the Social Enterprise working group has identified a group chair and SELEP board member; and the release of the LEP communications strategy will coincide with the launch of the Strategic Economic Plan, which, on the advice of the Strategic Board, will now land in June.
- 3.7 The SELEP Managing Director wishes to express the importance of the Assurance Framework and the LEP's perceived response to the Mary Ney recommendations and would appeal to all members of the board to ensure that all officers are fully cognisant of the paramount importance of implementing Government's recommendations through the LEP and its supporting boards.

4. Implementing the recommendations of the Review of Local Enterprise Partnership Governance and Transparency

- 4.1 DCLG released the *Review of Local Enterprise Partnership Governance and Transparency* on 26th October. Amongst others, the review had been undertaken in consultation with 8 LEP Directors, including SELEP's.

- 4.2 DCLG have advised that they have accepted all Mary Ney's recommendations, that they will form part of the next revised National Assurance Framework for LEPs, and that LEPs should work to implement changes without delay. This excerpt from Simon Ridley's (DG, Decentralisation and Growth, DCLG) letter to LEP chairs is particularly apposite:

I am writing to you to advise that the department has accepted all of the recommendations of the review. All of the recommendations of Mary's review will be included in a revised National LEP Assurance Framework. As you know, DCLG and BEIS Ministers are currently undertaking a wider review into strengthening the role of LEPs, which is likely to require further changes to the Framework. Therefore we will not be amending the National LEP Assurance Framework until the broader review into strengthening LEPs has been completed. After this point, we will publish a consolidated revision to the National LEP Assurance Framework.

To ensure the necessary improvements are made before then, we will write to all LEPs in November 2017 to set out: the new requirements on LEP governance and transparency; and the steps we are taking to ensure that they are consistently and fully implemented. We will also be inviting all LEP Chief Executives to discuss the recommendations, further details will follow.

- 4.3 This was followed by the publication of best practice guidance for LEP Governance and Transparency in January which added further clarity to Government's requirements.
- 4.4 Put simply, **all LEPs have to implement Mary Ney's recommendations by 28th February**. The table below indicates progress made to date and the senior SELEP officer present at the Accountability Board will provide an up to date verbal appraisal given the timings.

Summary of Recommendations made by the Mary Ney Review	Assessment of the SELEP position
Board Member Remuneration	
LEP board members are generally not remunerated albeit the role and expectations of time commitment have increased as the workload of LEPs has developed. A number of private sector participants in this review referred to the ethos of making a public service contribution. It is important that this ethos is supported and that proposals to achieve good governance are proportionate.	No SELEP board members are remunerated, however, the Strategic Board Chair does receive an allowance of £20,000 per annum plus expenses (in line with the agreed approach). We have stated levels of remuneration and non-remuneration on the website.
Culture and Accountability	
It is recommended that the National Assurance Framework requires a brief formal assurance	This was prepared for the 2017 Annual Conversation and is

statement on an annual basis from the leadership of the LEP (i.e. the Chair and CEO), on the status of governance and transparency within their organisation and which can be explored in greater detail during the Annual Conversation process with government. This statement to be published on the website.	available on the website
It is recommended that the current National Assurance Framework requirement for LEPs to have a code of conduct, which all board members and staff sign up to, should explicitly require the Nolan Principles of public life to be adopted as the basis for this code.	While this was incorporated in the existing Terms of Reference, the Strategic Board has since agreed a Code of Conduct policy.
<p>The National Assurance Framework should be explicit that the code of conduct for board members should address:</p> <ul style="list-style-type: none"> • the way in which the board conducts business; • the role of the board member; • dealing with conflicts of interest; • declarations of interest and transactions, gifts and hospitality; • policy on fees and expenses. 	The code of conduct to be updated and published separately on the SELEP website.
Structure and Decision Making	
<p>It is recommended that the National Assurance Framework draws explicit attention to the importance of LEP decision-making structures accommodating these separate components of good governance and that they form an essential part of assurance and ensuring probity:</p> <ul style="list-style-type: none"> • A clear strategic vision and priorities set by the Board which has been subject to wide consultation against which all decisions must be judged; • Open advertising of funding opportunities; • A sub-committee or panel with the task of assessing bids/decisions • Independent due diligence and assessment of the business case and 	<ul style="list-style-type: none"> • Strategic fit with the extant SEP is a requirement of all funded projects. • Details for all opportunities are made available on the website • Investment Panel being established • This requirement is met by the ITE

<ul style="list-style-type: none"> value for money; Specific arrangements for decisions to be signed off by a panel comprising board members from the local authority, in some cases including a power of veto; Section 151 officer line of sight on all decisions and ability to provide financial advice; Use of scrutiny arrangements to monitor decision-making and the achievements of the LEP. 	<ul style="list-style-type: none"> The Accountability Board are responsible for this Already a requirement of the SELEP Assurance Framework; Existing call-in arrangements may require strengthening.
<p>Local assurance frameworks should set out that ALL decisions must be subject to the normal business case, evaluation and scrutiny arrangements; there must be a written report with the opportunity for the Section 151 officer to provide comments, that the conflicts of interest policy will apply to decision makers regardless of whether there is a formal meeting, and that decisions should be recorded and published in the normal way, regardless of how they are taken. It is recommended that the National Assurance Framework includes requirements in relation to this.</p>	<p>This recommendation reinforces the existing expectations in the SELEP Assurance Framework</p>
<p>Conflicts of Interest</p>	
<p>It is recommended that the National Assurance Framework sets out specific requirements on the principles which each LEP must incorporate into its conflicts of interest policy and how it is implemented which includes:</p> <ul style="list-style-type: none"> All board members taking personal responsibility for declaring their interests and avoiding perceptions of bias. This should be evidenced by producing and signing of their register of interests and publication on the website. Use of a bespoke proforma for collection and publication of the information which ensures all categories of interest are systematically considered. Categories of interest to include 	<ul style="list-style-type: none"> Dols are sought from board members at each meeting. Board members are currently completing the Government's Register of Interests template.

<p>employment, directorships, significant shareholdings, land and property, related party transactions, membership of organisations, gifts and hospitality, sponsorships. Interests of household members to also be considered.</p> <ul style="list-style-type: none"> Action in response to any declared interests applies to any involvement with the work of the LEP and is to be recorded. 	
<p>It is recommended that the National Assurance Framework requires LEPs to include in their local statements how scenarios of potential conflicts of interest of local councillors, private sector and other board members will be managed whilst ensuring input from their areas of expertise in developing strategies and decision-making, without impacting on good governance.</p> <p>There is also a need to consider the position of public sector members on LEP Boards in the context of the changing role of local authorities and their increased involvement in commercial enterprises and alternative delivery mechanisms.</p>	<p>The SELEP Conflicts of Interest policy has been strengthened to reflect this requirement.</p> <p>SELEP will need to consider re the practical application of such conflicts of interest e.g. where LEP funding allocations may enhance the value of LA land investments.</p>
Complaints	
<p>It is recommended that the National Assurance Framework requires the publication of a whistleblowing policy and arrangements for confidential reporting of allegations of untoward concerns by third parties/ the public.</p>	<p>This has been developed and agreed by the Board.</p>
S151 Officer Responsibilities	
<p>It is recommended that further clarity is provided in the National Assurance Framework on the role of Section 151 officers and it is suggested that this be developed in consultation with CIPFA. This will need to consider the mechanisms the Section 151 officer uses to fulfil their role, their requirements in terms of access to decision-making bodies, ability to provide written and verbal financial advice, role of their transactional services, operation of normal checks and balances in approving expenditure, management of risk of fraud and corruption,</p>	<p>The Accountable Body is currently engaged in a dialogue with CIPFA about the expectations of the s151 role.</p>

<p>monitoring of programme spend against resources, treasury management and borrowing, role of internal audit and external auditors and provision of an audit opinion for the LEP, visibility of reporting arrangements to both the accountable body and the LEP, production of accounts, inter-relationship with the LEP's own accounts, if relevant. The clarification of the role of the Section 151 officer could also consider the scope for the LEP CEO and the Section 151 officer to provide a formal joint Annual Governance statement which is reported to the LEP Board. It is also recommended that the National Assurance Framework sets a requirement for the Section 151 to provide a report to the Annual Conversation on their work for the LEP and their opinion with a specific requirement to identify any issues of concern on governance and transparency.</p>	
<p>It is recommended that government give some thought to what flexibility might be available to smooth funding allocations to LEPs over a longer period.</p>	<p>This is a key issue for SELEP to continue to lobby government for implementation</p>
<p>Transparency</p>	
<p>It is recommended that the National Assurance Framework provides additional guidance on expectations on publication of agendas, meeting papers and decisions.</p>	<p>The Assurance Framework has been updated to reflect the LEP governance and transparency guidance.</p>
<p>In order to achieve greater transparency of financial data and granularity on the detail of decisions and performance of funded programmes, co-operation and agreement between the LEP and the Section 151 officer on how best to provide financial data is needed. It is recommended that more explicit guidance would be helpful and that this should be developed as part of the work on the role of the Section 151 officer referred to above.</p>	<p>While SELEP acts with complete transparency around financial data, the implementation of this recommendation is subject to the outcome of the ongoing conversation between CIPFA and Accountable Bodies nationally.</p>
<p>It is recommended that LEPs report on Scrutiny arrangements in their annual assurance statement during the Annual Conversation process.</p>	<p>This was reported at the 2017 Annual Conversation and will be strengthened over the course of 2018. Accountability Board decisions are subject to call in already.</p>
<p>Government Oversight and Enforcement</p>	
<p>It is recommended that the annual</p>	<p>The new AC guidance is</p>

conversations have strengthened focus and designated time to examine the performance of LEPs in relation to governance and transparency and to discuss the assurance statements and the report of the Section 151 officer.	welcomed and ensured a rigorous and helpful conversation in December 2017.
It is recommended that a risk based approach should be used to identify LEPs where a deep dive on governance and transparency would be of assistance. It is further recommended that this deep dive is undertaken by someone with no direct involvement with the specific LEP.	Noted
It is recommended that government sets out in the National Assurance Framework its approach to considering delay or withholding of funding for non-compliance so that LEPs have a clear and early understanding of the matters they need to address and the timescale to be met. In considering delay or withdrawal of funding from a LEP, government should consider the impact on the programme and the arrangements for projects to continue where appropriate under alternative mechanisms.	SELEP need to keep this recommendation under review as it is taken forward by Government in order that it can respond to any additional requirements arising.
Best Practice	
It is recommended that government continue to support the work of the LEP Network and discusses with them how best to take this forward.	SELEP is closely engaged with the LEP Network on these matters.

5. Looking forward: implementing the 2018 Assurance Framework

- 5.1 We have taken the decision to update the 2017 Assurance Framework according to the Mary Ney recommendations and, at the time of writing, we expect to shortly receive a quorate vote for its approval and the approval of the five additional or updated policies required by the review – Whistleblowing, Confidential Reporting of Complaints, Code of Conduct, Register of Interests and Subsistence and Hospitality.
- 5.2 The SELEP team and the Accountable Body have a series of meetings scheduled to discuss the implementation of the further changes that are required to take SELEP beyond the Mary Ney recommendations and firmly establish our approach as best practice.
- 5.3 We will develop a refreshed single implementation plan which will revert to forthcoming meetings of the Accountability Board reflecting our journey of continuous improvement.
- 5.4 We expect to see the outcome of the national LEP Review in May which will provide further clarity on the expectations of LEPs moving forward.

Resultantly we might expect an impact on the totality of the SELEP structure (including the specific expectations of Federated Boards and working groups), including considerations around the possible incorporation of all LEPs.

6. Accountable Body comments

- 6.1 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.
- 6.2 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.
- 6.3 The SELEP Secretariat have been advised by the Accountable Body to identify and prioritise the key actions required to ensure that the Assurance Framework is fully implemented and embedded into the day to day operation of the SELEP.
- 6.4 In particular, key areas to be addressed include:
 - 6.4.1 Ensuring that an agreed approach to the prioritisation of funding is in place for all funding streams which can be used to support the development and maintenance of a pipeline for future investment aligned to the requirements of the SELEP Strategic Economic Plan.
 - 6.4.2 Ensuring that Federated Board papers and governance processes are in place for all Federated areas; it is noted from the implementation plan where these are outstanding that they will be in place by the 28 February 2018.
 - 6.4.3 Ensuring that, where appropriate, additional support is provided to the Federated Areas and the working groups to ensure that they are able to demonstrate compliance with the Assurance Framework.
 - 6.4.4 Ensuring that the delivery of the Growth Deal can be actively monitored and evaluated by the Strategic Board and other key stakeholders, including the public through the provision of regular updates to the Board and on the SELEP website.
- 6.5 It is noted from the implementation plan included in Appendix 1, that where outstanding actions were unable to be met, as intended, by the end of 2017, that plans are in place to address these.
- 6.6 The SELEP Secretariat has a role in supporting the Accountable Body to meet its responsibilities that have been identified and agreed within the Assurance Framework. In particular, these responsibilities include ensuring appropriate governance, transparency and value for money with regard to the use of funding allocated to SELEP and ensuring implementation of the Assurance Framework by SELEP.
- 6.7 The Accountable Body welcomes the recommendations arising from the Mary Ney review, in particular those in relation to providing additional clarity with

regard to providing greater detail on the expectations of the role of Section 151 officers in the National Assurance Framework.

- 6.8 It is the intention of the Accountable Body to continue to support SELEP in implementing the refreshed assurance framework refresh and to engage actively, where possible, with Government and others with regard to the development of any further guidance and requirements arising from recommendations of the Mary Ney review.

7. Financial Implications (Accountable Body Comments)

- 7.1 Government has advised in its 2017/18 Grant Offer Letter that the use of all Local Growth Funding will need to fulfil the following requirements:
- 7.1.1 It will be used to support the Growth Deal agreed between the Government and the LEP and will be used to secure the outcomes set out in the Growth Deal. Within that we expect you and your accountable body to use the freedom and flexibilities that you have to manage your capital budgets between programmes.
 - 7.1.2 It will be deployed solely in accordance with decisions made through the local assurance framework agreed between the LEP and the accountable body. This must be compliant with the standards outlined in the national LEP assurance framework.
 - 7.1.3 That you will track progress against agreed core metrics and outcomes, in line with the national monitoring and evaluation framework.
 - 7.1.4 You will continue to improve governance through the strengthened Assurance Framework to ensure high levels of transparency and accountability.
- 7.2 The implementation plan set out in Appendix 1 is intended to demonstrate that the requirements of the SELEP Assurance Framework are being implemented as certified by the S151 Officer of the Accountable Body to the MHCLG. The 2017/18 LGF grant payment was made on this basis and 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 certification that required by the S151 Officer of the Accountable Body to the MHCLG for 2018/19.
- 7.3 The Grant Offer Letter for 2018/19 has yet to be received from Government, however, the Local Enterprise Partnership governance and transparency guidance published by HM Government set out the new requirements of LEPs to publish on their websites their updated Assurance Framework and the policies set out in paragraph 5.1 above by 28 February 2018 – it is noted that the SELEP has arrangements in place to ensure compliance with these requirements.

8. Legal Implications (Accountable Body Comments)

- 8.1 The outstanding items on the Assurance Framework must be seen as a priority in order for the S.151 Officer to provide sign off that she is satisfied that the SELEP are operating within the remit of the national Assurance Framework.
- 8.2 Going forward, training will be available to all members of the SELEP Board in order to understand the new requirements of the SELEP Assurance Framework and associated policies, particularly under the Conflict and Declarations of Interest aspects of the review, and this will take place in early 2018/19.

9. Staffing and other resource implications

- 9.1 None at present.

10. Equality and Diversity implications

- 10.1 None at present.

11. List of Appendices

- 11.1 Appendix 1 – SELEP Assurance Framework Implementation Plan progress update

12. List of Background Papers

- 12.1 SELEP Assurance Framework
- 12.2 Local Enterprise Partnership governance and transparency: Best Practice Guidance – HM Government January 2018

(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 Lorna Norris (On Behalf of Margaret Lee)	 14/02/2018

Appendix 1 SELEP 2017 Assurance Framework Implementation Plan progress update

Summary	Requirement	Responsibility	Priority	Status	Action Required	RAG
Business Cases						
Value for Money	SELEP will identify a named individual with overall responsibility for ensuring value for money for all projects and programmes.	Accountability Board is responsible for ensuring value for money of all projects and programmes	M	Complete	In advance of each Accountability Board the Chair is provided with a briefing which sets out the Chair's responsibilities to ensure decisions taken by the SELEP Accountability Board present high value for money. This includes the scrutiny of decisions coming forward at the Board meeting, with a particular focus on those decisions to award funding	G
Scrutiny	SELEP will identify a named individual (which may be a different person) responsible for scrutiny of and recommendations relating to each business case	Accountability Board Chair is responsible for the scrutiny of recommendations relation to each business case	M	Complete	In advance of each Accountability Board the Chair is provided with a briefing which sets out the Chair's responsibilities to ensure decisions taken by the SELEP Accountability Board present high value for money. This includes the scrutiny of decisions coming forward at the Board meeting, with a particular focus on those decisions to award funding	G

Change Requests	A copy of the Change Request Template is available on the SELEP website	SELEP	M	Complete	A copy of the Template is available on the 'How we Award Funding' section of the SELEP website. In addition, a report was presented to SELEP Accountability Board on the 26 th May which set out the Change Request process. Local partners are implementing the practice of bringing forward a Change Request using the SELEP template. These Change Requests are also shared with Central Government, for their record	G
Business Case Template	All Strategic Outline Business Cases will use the Business Case Template	Federated Areas	H	Complete	On the 16th August the new SELEP Business Case was issued to all partners. Local partners are implementing the practice of using the SELEP Business Case template for the development of Business Cases. The new template is being used to develop Strategic Outline Business Cases for GPF submissions.	G
Equality Act	The standard business case template includes space for promoters to explain how work is within Equality Act 2010	SELEP	M	Complete	A copy of the new SELEP Business Case template is available on the SELEP website in the 'How we Award Funding' section. The Business Case seeks confirmation that an Equality Impact Assessment will be completed as part of the project and how the findings of this assessment will be considered as part of the projects development. In addition, the S151 officer letter which is required from the lead County Council / Unitary Authority provides confirmation that the project will be delivered in accordance with the Equality Act 2010	G

Social Value	A section is to be included in the standard business case template for promoters to set out how they will maximise social value.	SELEP	M	Complete	As above, the new SELEP Business Case template asks scheme promoters to provide details on how the procurement for the scheme increases social value in accordance with the Social Value Act 2012 (e.g. how in conducting the procurement process it will act with a view of improving the economic, social and environmental well-being of the local area and particularly local businesses);	G
Federal board approval	The business case template to include confirmation of approval by the Federal Board.	SELEP	H	Complete	Each Business Case put forward for funding allocation is required to demonstrate endorsement of the project by the Federated Board	G
Gate 2 BC publication	The Gate 2 Outline Business Case for the project will be published on the SELEP website at least one month in advance of the Accountability Board meeting.	SELEP / Federated Areas	H	Complete	Business Cases are uploaded alongside the meeting date and meeting Forward Plan at least one month in advance of the funding decision being taken.	G
Gate 4 & 5 BC publication	Projects completing a Gate 4 and 5 review, the full business case will be published at least one month in advance of the Accountability Board meeting	SELEP / Federated Areas	H	Complete	Business Cases are uploaded alongside the meeting date and meeting Forward Plan at least one month in advance of the funding decision being taken.	G

VfM reporting	Value for money section to be reflected in the standard reporting template for Accountability Report funding approvals and changes.	SELEP	H	Complete	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.	G
s151 sign off	The business case template to be amended to include confirmation of assurances from the Section 151 officer of the promoting authority that Value for Money is true and accurate.	SELEP	H	Complete	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.	G
Prioritisation						
Prioritisation Process	Each Federal Board shall ensure that they apply the prioritisation process as approved by Strategic Board	SELEP and Federated Areas	H	Each Federated Area has followed the prioritisation process agreed by Strategic Board for the prioritisation of GPF Projects, during July and August 2017. It is urgent that this is addressed across the whole spectrum of SELEP funding	On the 9 th June 2017, the Strategic Board agreed the approach to the prioritisation of projects for Growing Places Fund (GPF). This approach has now been followed by each of the Federated Areas, with each Board having met to discuss and each Federated Board has agree their priority projects to be put forward for GPF, in accordance with the prioritisation process. This sets a clear expectation of the process for future rounds of allocating funding.	R

Implementing the prioritisation approach	A process for implementing the prioritisation methodology will be agreed by the Strategic Board	SELEP	H	Process has been agreed for GPF and needs to be applied more widely	Process will be agreed with Strategic Board, based on the requirements for awarding funding set out in the SELEP Assurance Framework for other streams of funding.	A
Single list	A single LEP project list will be published on the SELEP website as part of the Infrastructure and Investment Plan	SELEP	H	Planned	A single list of priorities will be identified as part of the GPF bidding process. This list will be published on the SELEP website once it has been agreed at the Investment Panel meeting. In addition, the LGF Round 3 single list of priorities (and available on the SELEP website), sets out a list of SELEP priority projects for investment, in advance of the new Strategic Economic Plan and Infrastructure and Investment Plan being agreed by the Strategic Board.	A
Board Governance						
Pan-LEP	Any pan-LEP priority projects will be reviewed by the Strategic Board	SELEP	M	Part complete	A process was detailed within the GPF prioritisation process (agreed at the Strategic Board meeting on the 9 th June 2017) for both the GPF revenue and GPF capital funding for the consideration of pan – LEP projects. Process will be agreed with Strategic Board, based on the requirements for awarding funding set out in the SELEP Assurance Framework.	A

Policy publication	A section to be added to the website to address issues of governance, for example: the policy for public questions; conflicts of interest; communications and complaints to the LEP	SELEP	H	Complete	All agreed policies are available online and the newly approved ones will be online ahead of 28th February	A
Key decisions	All key decisions are published on the Forward Plan and available on the SELEP and upper tier authorities websites	SELEP	H	Complete	All key decisions are reported with the Forward Plan and all material is made available for local publishing	A
Minutes	Draft minutes of all meetings are publicly available on SELEP website no more than 10 days after the meeting	SELEP	M	Complete by 28th February	According to the Government's new requirements, draft minutes will be made available five working days after all future board meetings	A
Reporting	Accountability Board reports where funding is sought or changes are to be agreed will include a reporting table to confirm requirements are met.	SELEP	M	Complete and ongoing	A table is included in each report to SELEP Accountability Board for the award of funding which sets out the SELEP team's assessment of the projects eligibility for funding against the requirements of the Assurance Framework.	G
Investment phasing	The phasing of investments will be reflected in report templates for funding requests to Accountability Board.	SELEP	M	Complete and ongoing	A table is included in each report to SELEP Accountability Board for the award of funding which sets out the profile over which the funding is sought and the phasing of match funding contributions to the project.	G

Paper publication	A link to Accountability Board papers to be available for all upper tier authorities	SELEP	H	Complete and ongoing	A copy of the SELEP Accountability Board Agenda Pack is circulated once it has been published by Essex County Council, as SELEP Accountable Body. This is then available for partners to publish in addition	G
Social Enterprise member	Appoint an additional strategic board member from the Social Enterprise group that is to be established.	SELEP	M	Complete	A representative of the Social Enterprise Group has been nominated to be the additional Strategic Board member. They are due to attend the March 2018 Strategic Board	G
Assurance Framework refresh	Refresh of Assurance Framework to be a standing item to the last Strategic Board meeting of each calendar year	SELEP	M	Planned	This is currently with the Strategic Board for approval.	G
SELEP collateral						
Comms strategy	Communications Strategy to be refreshed and taken to Strategic Board for approval and implementation	SELEP	M	Planned in line with SEP launch	An interim role (to cover maternity leave) has been appointed to in order to lead work on the SELEP website and develop a SELEP Communication Strategy, in partnership with Federated Areas.	G
Declarations of Interest						

Dol	Declaration of interest to be noted from outset of each meeting	Board members	H	This is an ongoing requirement which is met at the quarterly strategic board meetings	At the start of each Strategic board, Accountability Board and Federated Board meeting Board members are required to state any Declarations of Interest in relation to decisions to be taken at that meeting. Declarations are included in the meeting minutes and held as part of the record of the meeting. Furthermore, in light of recommendations from the Mary Ney report, the SELEP team has circulated the Government's new Register of Interests template which all Strategic Board members are to complete and will be published on the website ahead of 28 th February	A
Dol	All members of Strategic or Accountability Board are required to complete a Declaration of Interest form	SELEP/Board members	H	Ongoing. Updated form to be completed February 28 th 2018	Following on from the Mary Ney recommendations the declaration of interest template has been sent to all board members for completion.	A
Dol	Declaration of Interest forms to be published on website	SELEP	H	Ongoing. Updated form to be uploaded by February 28 th 2018	Following on from the Mary Ney recommendations the declaration of interest template has been sent to all board members for completion.	A
Dol Annual Review	All declarations of interest reviewed annually	SELEP	H	Planned	This is planned in line with the Mary Ney recommendations and will be completed every February.	G
Specific to local areas						

Federated board material online	Federated Boards will publish their meeting details and minutes on either their own or SELEP's website	Federated Areas	H	All federated board meeting papers are not yet available despite the November 2017 deadline	All meeting dates for Federated Boards are available on the SELEP website. All available information pursuant to the Federated Boards is available on the SELEP website as according to the Mary Ney recommendation and 28/2 deadline.	R
Recruitment	Federated Boards to determine and evidence own recruitment process for membership.	Federated Areas	M	Part complete. To be fully completed by February 28 th 2018	The process has been agreed with the Kent and Medway Economic Partnership (KMEP), Team East Sussex (TES) and Opportunity South Essex (OSE) Terms of Reference for the recruitment of new board members.	A
Updated ToR	Each group requested to ensure that the terms of reference has been updated to reflect the requirements of the Assurance Framework	Federated Areas	H	Part complete. To be fully completed by February 28 th 2018	Updated Terms of Reference have been agreed by KMEP, TES and OSE.	A
Monitoring local implementation of the AF	SELEP secretariat to work with Federated Boards to set out their plans to implement and monitor the Assurance Framework.	SELEP	H	Post 28th February meetings to be scheduled	Conversations between the LEP and leads officers from the federated boards have happened regularly and informally over the past few months. There are plans in place for a meeting of the four lead officers, SELEP MD and the Accountable Body to discuss things further post 28th February	A
Working Groups	Working Groups will publish their Terms of Reference, calendar of dates and papers produced on SELEP's website	Working Groups / SELEP	M	Ongoing	A member of the SELEP team will be attending each of the Working Groups to help identify any gaps in the publication of information on the website.	A