



SELEP Terms of Reference

Version December 2016

1. PURPOSE AND PRINCIPLES

1.1. Role of the Local Enterprise Partnership

- 1.1.1 The South East Local Enterprise Partnership (the LEP) is a strategic partnership which brings together the public and private sectors to support economic growth across the local authority areas of East Sussex, Essex, Kent, Medway, Southend-on-Sea and Thurrock. It has a federated model of operation which is principally supported by the Greater Essex Business Board, Kent and Medway Economic Partnership, Opportunity South Essex and Team East Sussex.
- 1.1.2 The LEP will:
- a) progress priorities of cross-border economic importance where there is added value in working together
 - b) support priorities of local importance where they are designated as priority by local partners
 - c) support the conditions through which a more creative, responsive and flexible working relationship can exist between business and government at all levels
 - d) seek resources, freedoms and flexibilities to progress strategic growth priorities
 - e) operate transparently, openly and in collaboration
 - f) work in collaboration with neighbouring LEPs, including London, where the agenda dictates
- 1.1.3. In pursuit of this role, the LEP will bring together intelligence and expertise to identify priorities and develop solutions to maximise particularly private sector investment into the area and to address barriers to growth.

1.2. Legal status

- 1.2.1. The LEP is an informal partnership. It does not have legal status to enter into contracts and will act through one of its local authority partners as Accountable Body. This role has been

undertaken by Essex County Council since the LEP's inception, but need not remain the case.

1.3. Subsidiarity

- 1.3.1. The LEP operates on the principle of subsidiarity. This means that decisions should be taken at the practical level closest to the communities and businesses affected by those decisions. The LEP's 'federal' model of operation provides a clear structure for this approach. This allows for local decision making around individual projects and for decision-making of a more cross-cutting nature at the LEP Strategic Board.
- 1.3.2 Designated as a s.101 committee as defined by the Local Government Act (1972), the Accountability Board provides the accountability structure for decision-making and the approval of funding within the overarching vision set by the Strategic Board.
- 1.3.3 This document articulates the principal machinery around the LEP for the benefit of Board members and other interested parties. This should not preclude the emergence of new groups to support the working agenda, or indeed advisory arrangements to support the work of the SELEP team. Future iterations of this document will record any material change.

2. GOVERNANCE

2.1. General

- 2.1.1. The LEP is governed by two boards, the Strategic Board and the Accountability Board. The Terms of Reference for the Accountability Board are enshrined within the SELEP Assurance Framework.

2.2. Strategic Board

- 2.2.1. The Strategic Board, supported by the SELEP team, is responsible for:
 - a) setting the vision, strategic direction and priorities of the LEP overall
 - b) ensuring the development and maintenance of the Strategic Economic Plan, with support from federal boards and for determining its key funding priorities.
 - c) ensuring that that adequate capacity and expertise is maintained to deliver against b)

- d) considering and agreeing a position on major items of strategic importance
- e) publishing arrangements for developing, prioritising, appraising and approving projects with a view to ensuring that a wide range of delivery partners can be involved
- f) development and approval of a Skills Strategy for the area
- g) approval of European Structural Investment Funds (ESIF) strategy
- h) deciding how the activities of the LEP should be delegated
- i) championing the LEP and the LEP area in all other forums
- j) supporting pan-LEP activity undertaken by the working groups
- k) working closely with federal boards to oversee Growth Hub, Enterprise Zone and City Deal activities
- l) endorsing local areas' efforts to advance projects for economic growth which may not be directly linked to the LEP.

2.2.2. The Strategic Board has a private sector Chair, with the majority of the remaining members also coming from the private sector. It is constituted as follows:

Count	Membership
5	Business representatives taken from Greater Essex Business Board and Opportunity South Essex
5	Local Government representatives taken from Greater Essex Business Board and Opportunity South Essex
4	Business representatives from Kent and Medway Economic Partnership
4	Local Government representatives from Kent and Medway Economic Partnership
3	Business representatives from Team East Sussex
3	Local Government representatives from Team East Sussex
1	1 representative of the Higher Education sector
1	1 representative of the Further Education sector
1*	1 representative of SMEs/Social Enterprise
27*	

2.2.3 The process for selecting representatives from business and local government shall be determined within each of the federal boards, with the area Vice Chairman providing the final list to the LEP Chairman as necessary. Each area should consider selecting private sector Strategic Board members through an open, transparent and non-discriminatory competition which assesses each candidate on merit. Local authority representation should be at a senior political level, namely the Leader of the Council or a Cabinet Member.

2.2.4 The process for selecting the FE/ HE representatives shall be determined by the Skills Advisory Group and the U9 groups respectively, with final approval given by the SELEP Chairman.

2.2.5 TBC re SME/Social Enterprise representative according to board decision on incorporation to the board.

2.2.6 Board members are expected to conduct themselves in accordance with Nolan’s Seven Principles of Public Life ([see link](#)). In the following circumstances, following adjudication by the Accountable Body’s Standards Committee, Board Members can be removed from SELEP office as a result of:

- a) failure to comply with the Seven Principles of Public Life
- b) failure to attend Strategic Board meetings for six months without pre-approval from the Chair
- c) failure to maintain their Declaration of Interests and/or continued participation in decisions where there is a clear, yet undeclared, conflict.

2.2.7 The LEP will ensure that representation at its Strategic Board and working group meetings is diverse and that membership is reflective of the business communities that it serves.

2.2.8 In accordance with Government’s expectations, the LEP shall designate the following board members or members of the SELEP team with responsibilities pertaining to the good governance of Government funding as follows:

<i>Maximising the LEP’s connections with SMEs across the area</i>	Chairman
<i>Ensuring that the LEP’s investments represent value for money</i>	Chair of the Accountability Board
<i>Ensuring that business cases are</i>	Chair of the Accountability

<i>subject to scrutiny</i>	Board
<i>Identification and management of risk of all the projects supported by the LEP's programme</i>	TBC

2.2.9 The Strategic Board will be supported by the SELEP Team and the Senior Officer Group in identifying opportunities to work with LEPs across the national network according to the working agenda and priorities of the time.

2.3 Chair and Vice Chairs

2.3.1 The Chair shall be appointed by the Strategic Board following an open, transparent and non-discriminatory competition that assesses each candidate on merit.

2.3.2 The Chair's performance will be subject to annual review by the Strategic Board, led by the Vice Chairs.

2.3.3 Duties of the Chair will be to:

- a) ensure the smooth and effective operation of the Strategic Board
- b) lead on the development of strategy
- c) participate in the appointment of and directly manage the Managing Director of the LEP bringing any significant performance or staffing issues to the attention of the Strategic Board and the Accountable Body
- d) ensure effective liaison with all constituents of the LEP and Government and to undertake representation, communication and advocacy as required and as according to LEP's extant strategies

2.3.4 The Strategic Board will have three strategic Vice Chairs, one for Essex and South Essex, one for Kent and Medway and one for East Sussex. Their election and terms of office shall be determined by the federal boards who will work in partnership to agree the approach where required.

2.4 Representation and Attendance

2.4.1 Each member of the Board can name one alternate to attend in his or her place who is authorised to take decisions on his or her behalf. Alternates from Local Authorities shall be elected members.

- 2.4.2 For the Board to be quorate for decision making at least 17 of the 28 members must be present. Of these:
- a) At least 9 of the 17 should be business reps (ensuring business majority);
 - b) There should be at least 1 business rep per partnership area; and
 - c) At least 3 representatives must be from the 6 county/unitary councils
- 2.4.3 Only members of the Strategic Board or their alternates may sit at the meeting table and vote. Others may attend and take part by the invitation of the Chair.
- 2.4.4 Meetings of the Board are open to the press and public as observers, with the exception of any items that should be treated confidentially for commercial or other reasons. Filming or recording of proceedings should be agreed in advance with the SELEP team. The number of observers may be limited at the discretion of the Chair.

2.5 Decisions

- 2.5.1 The Board shall operate on the basis of consensus. If consensus is not achieved, decisions will be determined by majority vote, with the Chairman's casting vote deployed if required.
- 2.5.2 All urgent matters to be considered for decision must have been circulated in writing to all members of the Strategic Board at least two clear working days before the meeting. No decision can be taken without notice having been given.
- 2.5.3 In the event that a decision is required outside of a scheduled meeting, the Chair may decide to hold an Extraordinary Meeting. Such meetings shall be coordinated by the SELEP team, and shall operate according to normal Strategic Board rules.
- 2.5.4 In certain circumstances, the Chair may decide to seek agreement to a proposal via Electronic Procedure. In such cases, the SELEP Team will write to each Board member requesting agreement to a specified course of action. Board Members shall be given no fewer than five working days to respond. For a decision to be made, the provisions of paragraph 2.5.2 shall apply. The rules of quorum (paragraph 2.4.2) will apply.
- 2.5.5 All decisions made by Electronic Procedure shall be ratified at the next scheduled meeting of the Board.

2.6 Meetings and Papers

- 2.6.1 The Board will meet at least four times a year. A calendar of future meetings will be set for a year at a time.
- 2.6.2 The agenda and papers for meetings shall be approved by the Chair and issued at least five working days in advance of the meeting.
- 2.6.3 The agenda and papers shall be disseminated by the SELEP Team. Board members wishing to propose items for the agenda should contact the Secretariat. Final papers for Board discussion shall be made available on the LEP website as soon as they are disseminated to the Board, except for papers which are not suitable for release into the public domain, for example, due to them containing commercially sensitive data or information pertaining to the employment of individuals.
- 2.6.4 Minutes of meetings of the Board shall be approved in draft form by the Chair and disseminated to Strategic Board members no later than ten working days following the meeting. Minutes shall remain in draft until approval by the Board at the Board's next meeting.
- 2.6.5 Minutes shall be made publicly available in draft on www.southeastlep.com no more than ten days after the meeting and will similarly be published in final form no more than five working days following approval by the Strategic Board, except for minutes which are not suitable for release into the public domain for example due to them containing commercially sensitive data. Any minutes which are not released into the public domain will be stored confidentially by the SELEP Team.

2.7 Conflicts of interest

- 2.7.1 Strategic Board members and their nominated alternates shall complete the declaration of interest form on an annual basis, even if no change is reported.
- 2.7.2 The Chair will ask for declaration interests to be declared at the start of each Strategic Board meeting.
- 2.7.3 The SELEP Team shall maintain a Register of Strategic Board Members' Interests. This shall include all company directorships, trusteeships, elected offices, remunerated posts and other relevant interests. The Register of the Strategic Board Members'

Interests will be published on the LEP website and shall be made available to any interested party at any time. Strategic Board members shall supply information to the Secretariat for inclusion in the register, or a nil return, on joining the Board, in response to any request for an update and on becoming aware of any new interest. The secretariat will circulate a request for information about interests annually.

- 2.7.4 Should an item be discussed by the Strategic Board which presents a conflict of interest to a Strategic Board member, the Strategic Board Member shall declare the conflict of interest, regardless of whether s/he has previously declared the interest in the Register of Board Members' Interests. Such declarations shall be minuted and the Strategic Board member shall abstain from discussion and may be asked to withdraw at the Chair's discretion and shall not participate in any vote on the item.

2.8 Accountability Board

- 2.8.1 The SELEP Accountability Board is the main performance management structure within the LEP. It provides the accountability structure for decision making and approving funding within the overarching vision of the Strategic Board. This satisfies the accountability processes of the Accountable Body and the requirements of Government.

2.9 Other Board and working group arrangements

- 2.9.1 As described in section 1.3.1, the LEP operates a federal model, which allows for decision-making and project prioritisation at a local level.
- 2.9.2 In discharging those responsibilities relevant to the LEP, federal boards should provide the following responsibilities as a minimum and include these in their own Terms of Reference:
- a) ensure that the Managing Director is informed of all **meetings** and that the SELEP team is given the opportunity to attend
 - b) working with the incumbent Vice Chair, provide the SELEP Team with clear and updated **nominations** for membership of the Strategic Board
 - c) finalise local **priorities** and/or a vision for the federal area which is in line with the LEP's Strategic Economic Plan and the LEP's approach to project prioritisation

- d) shaping, defining, endorsing and signing-off the Strategic Economic Plan at a local level before this is presented to the SELEP Strategic Board to agree;
- e) coordinate **reports** as required to the LEP Strategic and Accountability Boards and monitor and report on all LEP investments in the area
- f) **champion** the work of the LEP to local communities
- g) ensure the **transparency** and accountability of decisions and recommendations made at local level
- h) enable **collective engagement** with all local authority leaders within the Federal Area to ensure that there is a clear mandate for decision making on growth priorities and supporting collaboration and joint delivery at executive level.
- i) ensure on-going local engagement with **public and private sector** partners to inform key decisions and set out how they will evidence effective engagement
- j) ensure that there is local engagement with and feedback to the general **public** about future strategy development and progress against delivery of the SEP, including key projects and spend against those projects and that this can be evidenced
- k) work with the LEP to **publish** arrangements for developing, prioritising, appraising and approving projects, with a view to ensuring that a wide range of delivery partners can be involved

2.9.3 The LEP's working agenda is supported by a range of advisory, working and interest groups. Over the course of the LEP's existence, some activity has ceased naturally and some has increased exponentially. Now termed simply as SELEP working groups, the groups and their top-level purposes are detailed below. Broad membership of the working groups is listed as **Annex I** of these Terms of Reference.

2.9.4 The Working Groups listed below should provide the following as a minimum:

- a) a simple Terms of Reference, which will be made available on the LEP website
- b) notification of future meetings and meeting notes made available on the LEP website
- c) clarifications around how federal areas have been engaged in any process which culminates in

recommendations being made to the LEP Strategic Board

- d) an action plan which clearly associates milestones, outputs and monitoring arrangements when LEP funding is being spent
- e) an assurance that LEP funding will not be used until approval, where required, has been obtained from the LEP Strategic Board.

2.9.5 The Working Groups are accountable to the LEP Strategic Board and will be required to provide updates to each Strategic Board meeting. Where there is specific local interest to their work, the Working Groups should also report to federated boards.

Group	Function	Purpose
Senior Officer Group	Advisory	<ul style="list-style-type: none"> - To provide resource and advice to the SELEP team on particular items of work, to link with local political members, to support effective decision making and to generally expedite the work of the LEP. - For more urgent matters, the Director of the LEP can call a 'Directors Group' of lead federal area representatives together.
Transport Officer Group (covering Strategic Infrastructure)	Advisory	<ul style="list-style-type: none"> - To develop a strong pipeline of transport schemes linked to the SEP and to exert significant influence over Government, Network Rail and Highways England - To broaden an approach across other strategic infrastructure, such as broadband.
Coastal Communities	Working Group	<ul style="list-style-type: none"> - To help develop the economies of our coastal areas and address regeneration needs through targeted intervention - To build on previous work in support of the Offshore Renewables sector across the LEP
Creative	Working Group	<ul style="list-style-type: none"> - To implement practical and scalable initiatives to overcome barriers to the growth of the creative sector by aligning the efforts of businesses, education bodies, strategic organisations and local authorities.
Growth Hub	Working Group	<ul style="list-style-type: none"> - To develop and deliver Growth Hub activity at the LEP level and across the three local sub-hubs.
Housing	Working Group	<ul style="list-style-type: none"> - To contribute to the acceleration of

		housing delivery and commercial development and ensure that we have the homes built to support consistent growth across the LEP area
Rural	Working Group	- To coordinate and support activities to enable growth in the rural economy, maximising access to all available funding sources.
Skills Advisory Group	Working Group	- To provide a strategic, joined up, holistic LEP view and input to skills issues and to deliver solutions where possible. These include funding opportunities, new projects and government priorities such as apprenticeship reforms and Area Reviews.
Social Enterprise	Working Group	- To be determined
Tourism	Working Group	- To be determined - Link to the creative group to also be discussed.
U9	Working Group	- To promote the interests of universities across the LEP, to follow best practice, to coordinate around funding bids and to drive the LEP's work around innovation.

2.9.6 It may be the case that working groups either cease to exist or are created to reflect the LEP's operational Strategic Economic Plan and the levels of priority and engagement from Government. The LEP does not preclude the inauguration of further groups which would exist to help deliver its objectives and will work with the federated boards in developing plans.

2.9.7 The Working Groups shall have a designated direct link to the SELEP board, either through existing representation, or through an existing board member acting as a champion for the sector.

2.9.8 There are two meetings external to, but coterminous with the LEP. The ESIF sub-committee, administered by DCLG for the discharge of European funding in the LEP area, continues to operate and is well aligned with the LEP team. The Thames Gateway Strategic Group, which incorporates South Essex, North Kent and East London, continues to meet to progress the delivery of Government policy objectives in the area and continues to benefit from special ministerial attention. Both of these groups are critical to the LEP's successful discharge of its duties and will therefore continue to be resourced.

- 2.9.9 Added to this, the LEP shall be represented on the Strategic Boards of the Enterprise Zones in its area by either a board member or a senior member of the SELEP team.

3. SECRETARIAT AND ADMINISTRATION

3.1. Secretariat

- 3.1.1 The Strategic Board is supported by a secretariat which is generally referred to elsewhere as the 'SELEP team'. The SELEP team has responsibility for:

- a) ensuring the efficient administration of the Strategic Board, the Accountability Board and the other LEP sponsored working groups
- b) ensuring the Boards operate within their Terms of Reference
- c) providing information and support to the Chair and Vice Chairs
- d) monitoring work commissioned by the Board and reporting on progress to the Board
- e) coordinating the production of papers and agenda items
- f) managing communications activity on behalf of the LEP
- g) undertaking such tasks as directed by the Board, Chair and Vice Chairs
- h) maintaining a dedicated website through which local partners and the public can check progress on the delivery of the Growth Deal and access key documents such as the SEP

Additional Assurance Framework requirements:

- i) ensuring compliance with financial regulations of the Accountable Body and using all reasonable endeavors to ensure that partners in receipt of funding fulfil their obligations with regard to that funding, including maintaining a robust audit trail to demonstrate compliance
- j) ensuring arrangements are in place for the lawful and effective implementation and delivery of projects by partners
- k) ensuring that an appropriate process is followed for setting of budgets and preparation of accounts within the LEP which are approved by the Accountable Body

- l) reporting to the Accountable Body as required
- m) liaising with and reporting to Government, particularly in respect of the Local Growth Fund Capital Programme

- 3.1.2 The SELEP Team will be employed by an upper tier local authority and will work within the policies and procedures of the employing body.
- 3.1.3 The SELEP Team will seek support and advice from other local organisations to the extent that it supports the advancement of the LEP's overall work programme. The Managing Director is also responsible for managing the LEP's operational revenue budget and for reporting spend to the Accountable Body and other board members on request.
- 3.1.4 The costs of the SELEP team and any financial liabilities of the Accountable Body resulting from being the Accountable Body of the LEP shall be borne equitably between the six upper tier authorities using population figures as the basis for calculating their contribution. Financial contribution towards secretariat costs may be used as a contribution to match funding made available from Government or other sources and should be agreed annually.

3.2 Communications

- 3.2.1 The Board shall operate on the basis of transparency, openness and good communication.
- 3.2.2 The SELEP team shall be responsible for the LEP's communications approach. This shall include communications to Board members and the wider public and shall include the maintenance of an up-to-date, relevant and accessible website. The team shall also be responsible for implementation of a communications strategy.

4. AMENDMENTS TO TERMS OF REFERENCE

- 4.1 The Board may amend these terms of reference at any time.
- 4.2 These terms of reference (version 4) replace the version agreed by the Board in December 2014 to establish the Accountability Board. Prior to that, SELEP's Terms of Reference were agreed in previous forms in February 2014 and October 2012.

Annex I: Working Group Memberships

Group	Membership
Senior Officer Group	<ul style="list-style-type: none"> - Chair: SELEP Managing Director - SELEP team members - Accountable Body representative - Up to 2 reps per Upper Tier Local Authority - Federal area directors/lead coordinators where different - 2 HE/FE reps
Transport Officer Group	<ul style="list-style-type: none"> - Chair: SELEP Capital Programme Manager - SELEP Managing Director - Up to 2 reps per Upper Tier Local Authority - Federal area directors/lead coordinators where different - Up to 3 business representatives (not yet determined) - Highways England invited - Network Rail invited
Coastal Communities Group	<ul style="list-style-type: none"> - Chair: Cllr Giles Watling, Tendring DC - The main membership is drawn from an invitee list of <i>all</i> SELEP districts and boroughs with a coastline. Other members include: - SELEP team, Federated areas reps - Cities and Local Growth Unit - DCLG - National Maritime Development Group - Natural England - Princes Trust - Environment Agency - The Crown Estate
Creative Economy Network	<ul style="list-style-type: none"> - Co-Chairs: Sally Staples, East Sussex CC; Sarah Dance, Independent Cultural Consultant and Chair of Kent Cultural Transformation Board; Lorna Fox O'Mahoney, University of Essex - Creative Businesses (open door policy) - Districts, Borough, Unitary and County Councils (all welcome) - Creative and Cultural Skills - Arts Council England - Artsworld South East Bridge Organisation - GFE South
Growth Hub Working Group	<ul style="list-style-type: none"> - Chair: SELEP Business Engagement and Communications Manager - SELEP Growth Hub Data Coordinator - SELEP ERDF facilitator - Accountable Body representative - 1 representative per Upper Tier Local Authority

	<ul style="list-style-type: none"> - 1 rep for Business East Sussex - 1 rep for Business Essex, Southend and Thurrock (BEST) - 1 rep for Kent and Medway Growth Hub
Housing Group	<ul style="list-style-type: none"> - Representatives from local Developers Forums (from which the Chairman and Vice Chairman will be drawn) - SELEP Housing Advisor - SELEP Team member / Federal board reps - Representatives from local housing and planning groups - Representative from the Homes and Communities Agency - Representative from Home Builders Federation - Representative from National Housing Federation
Rural Group	<ul style="list-style-type: none"> - Chair: Nick Sandford (Kent and Medway Economic Partnership) - SELEP EU Funding Lead - SELEP Rural Advisor - Graham Peters (SELEP Vice Chair) - East Sussex CC - Greater Essex Business Board representative - Additional business representative per federated board - Rural lead officer for each area
Skills Advisory Group	<ul style="list-style-type: none"> - Chair: Graham Razey, East Kent College - SELEP Skills Lead - 1 skills rep per Upper Tier Local Authority - 1 rep per ESB if different to the above - Sussex Council of Training Providers - Essex Provider Network - KATO - Sussex Coast College - South Essex College - Mid Kent College - Canterbury Christchurch University - To add – - 2 university reps from U9 - Voluntary sector rep
Tourism	<ul style="list-style-type: none"> - To be determined
U9	<ul style="list-style-type: none"> - Chair: Carole Barron, University of Kent - SELEP Managing Director / SELEP team member - Anglia Ruskin University - Canterbury Christchurch University - University of Brighton - University of Creative Arts - University of Essex - University of Greenwich

- University of Sussex
- Writtle University College

Ensure that one of the members sits on the Skills Advisory Group