

SELEP Terms of Reference

1. PURPOSE AND PRINCIPLES

1.1. Role of the Local Enterprise Partnership

1.1.1 The South East Local Enterprise Partnership (SELEP) 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 Essex Business Board, Kent and Medway Economic Partnership, Opportunity South Essex and Team East Sussex.

1.1.2 SELEP will:

- a) Focus on the four activities, (strategy; allocation of funds, co-ordination; and advocacy, as set in the SELEP Local Assurance Framework) to support the development and delivery of the Local Industrial Strategy
- b) progress priorities of cross-border economic importance where there is added value in working together
- c) support priorities of local importance where they are designated as priority by Federated Boards
- d) support the conditions through which a more creative, responsive and flexible working relationship can exist between business and government at all levels
- e) seek resources, freedoms and flexibilities to progress strategic growth priorities
- f) operate transparently, openly and in collaboration
- g) work in collaboration with neighbouring LEPs, including London, where the agenda dictates

1.1.3. In pursuit of this role, SELEP 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. SELEP currently operates as 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 SELEP's inception, but need not remain the case.

1.2.2 During 2019/20, SELEP will be moving to an incorporated model, being a 'nil return' company. Once this model has been established, the Terms of Reference will be amended to reflect the company articles of association.

1.3. Subsidiarity

1.3.1. SELEP 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 SELEP's federated model of operation provides a clear structure for this approach. This allows for local identification and prioritisation of individual projects for funding and bid submissions through the SELEP's agreed approach to project prioritisation;



and for decision-making of a more cross-cutting nature at the SELEP Strategic Board or Accountability 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 and priorities set by the Strategic Board.
- 1.3.3 The Investment Panel, as a sub-committee of the SELEP Strategic Board, has responsibility for the prioritisation of LGF projects following an approach agreed by the SELEP Strategic Board. The Investment Panel's role is to make recommendations for the provisional allocation of funding to projects prioritised by the Investment Panel. The final award of funding will be subject to an Accountability Board decision, in line with the Assurance Framework requirements.
- 1.3.4 This document articulates the principal machinery around SELEP 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 Secretariat. Future iterations of this document will record any material change.

2. GOVERNANCE

2.1. Working collectively, Strategic Board members are responsible for:

- 2.1.1 setting the vision, strategic direction and priorities of SELEP overall;
- 2.1.2 ensuring the development, maintenance and delivery of evidence-based strategy. These strategies include, but are not limited to:
 - a) the Economic Strategy Statement (ESS);
 - b) a Skills Strategy;
 - c) the Energy Strategy;
 - d) the European Structural Investment Funds (ESIF) strategy; and
 - e) a Local Industrial Strategy;
- 2.1.3 developing a pipeline of projects for investment: a role it has delegated to the Investment Panel;
- 2.1.4 considering and agreeing a position on major items of strategic importance;
- 2.1.5 publishing arrangements for developing, prioritising, appraising and approving projects with a view to ensuring that a wide range of delivery partners can be involved;
- 2.1.6 approving the annual Delivery Plan;
- 2.1.7 monitoring progress in completing the activities and key performance indicators (KPIs) set out in the Delivery Plan;
- 2.1.8 championing the SELEP and the SELEP area in all other forums;



- 2.1.9 supporting pan-LEP activity undertaken by the working groups;
 - 2.1.10 working closely with Federated Boards to oversee Growth Hub, Enterprise Zone and City Deal activities;
 - 2.1.11 endorsing local areas' efforts to advance projects for economic growth which may not be directly linked to the SELEP;
 - 2.1.12 ensuring that adequate capacity and expertise is maintained to deliver against the above.
 - 2.1.13 ensuring appropriate representation on the Strategic Board from across the geography of SELEP, reflecting diversity.
- 22.** Where the Strategic Board puts in place schemes of delegation to the Federated Boards or Investment Panel, the Strategic Board remains responsible for the delegated decision.
- 23.** The Strategic Board is made up of 28 members selected by their local Federated Board or their representative bodies and currently at least half of the members are required to be from the private sector.
- 24.** The Strategic Board has committed for SELEP to move towards incorporated status by 31st March 2020.
- 25.** The membership of the Strategic Board will be reviewed during 2019/20 to achieve the requirement (stated in the new National Assurance Framework), of a Board of a maximum of 20 members, (with the option of 5 co-opted members) and membership which is two-thirds private sector. This will continue to include consideration of appropriate representation across the geography of the SELEP, reflecting diversity and different business interests.
- 26.** The Strategic Board membership currently is as follows:
- 1 Chair, a business and SME representative
 - 5 EBB and OSE business representatives
 - 5 EBB and OSE local government representatives
 - 4 KMEP business representatives
 - 4 KMEP local government representatives
 - 3 TES business representatives
 - 3 TES local government representatives
 - 1 Higher education representative
 - 1 Further education representative
 - 1 Social enterprise business representative
- 27. General**
- 2.7.1 The SELEP 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 and the Joint Committee Agreement.
- 2.7.2 An Investment Panel has also been established, as a sub-committee of the Strategic Board. The Investment Panel operates under its own Terms of Reference agreed by the Strategic Board.

28. Strategic Board

- 2.8.1 The process for the recruitment of Strategic Board and Federated Board members is set out within the Board Recruitment Process. Each Federated Area shall select private sector Strategic Board members through an open, transparent and non-discriminatory competitive process 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.
- 2.8.2 If the named Strategic Board member is unable to attend then a substitute may attend on their behalf, in accordance with the following:
- a) if the named County Council/Unitary Authority Federated Board member is unable to attend then a substitute Cabinet Member from within the authority may attend. In exceptional circumstances (no more than once in a rolling 12-month period and only when no substitute under the standard provisions can be found), a Local Authority representative who is a member of Cabinet of any of the other Local Authorities in the Federated Area may attend as a substitute, with the prior consent of the Strategic Board Chair;
 - b) if the named Local Authority member from the Federated Board is unable to attend, a substitute can be agreed from the Federated Board who is a Local Authority member;
 - c) if the named business representative member from the Federated Board is unable to attend, a substitute can be agreed from the Federated Board who is also a business representative;
 - d) if the Higher Education representative is unable to attend then an alternate senior representative of the University may be identified from a constituent University;
 - e) if the Further Education representative is unable to attend a Strategic Board meeting then an alternate may be selected from the Skills Advisory Group by the Chair of the group;
 - f) If the Social Enterprise representative is unable to attend a Strategic Board meeting then an alternate may be selected from the Social Enterprise Group by the Chair of that group;
 - g) The SELEP Secretariat (or the lead officer in relation to Federated Board meetings) should be informed of any substitutions at least 24 hours in advance of the Board meeting wherever possible;
 - h) The substitute Board member must adhere to the SELEP policies in attending the meeting; this includes the Register of Interests Policy. The substitute Board member must declare both their interests and the interests of the named Board member, as appropriate, at the beginning of the meeting;
 - i) Board Members are required to declare an interest on decisions in line with the SELEP Register of Interests Policy, irrespective of whether or not they are able to attend the meeting at which the decision is to be taken. Where a Board member declares a Pecuniary Interest, a substitute member is unable to vote on their behalf.
- 2.8.3 Strategic, Accountability and Federated Board members and working group members are expected to demonstrate the highest standards of conduct when carrying out their responsibilities in accordance with the SELEP Code of Conduct which reflects Nolan's Seven Principles of Public Life. 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 SELEP Code of Conduct and all other

SELEP Policies

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

2.8.4 The SELEP will seek to 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.

2.8.5 Wider recruitment to Board membership will seek to ensure that diversity requirements of at least one third female membership of appointed members of the Board by March 2020 is achieved, with equal representation by 2023.

2.8.6 The scrutiny arrangements for the Strategic Board will be considered as part of the changes to the Strategic Board composition and incorporation.

2.8.7 In accordance with Government's expectations, the SELEP shall designate the following board members or members of the SELEP secretariat with responsibilities pertaining to the good governance of Government funding as follows:

<i>Maximising the SELEP's connections with SMEs across the area</i>	Chair of the Strategic Board
<i>Ensuring that the SELEP's investments represent value for money</i>	Capital Programme Manager



<i>Ensuring that business cases are subject to scrutiny</i>	Capital Programme Manager
<i>Identification and management of risk of all the projects supported through investment by SELEP</i>	Capital Programme Manager
<i>Identification and management of SELEP financial and operational risk</i>	Chief Operating Officer

2.8.8 The Strategic Board will be supported by the SELEP Secretariat 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.

2.8.9 All Board members are requested to advise the SELEP Secretariat of any hospitality or gifts they are offered pursuant to their LEP role, in line with the requirements of the Subsistence and Hospitality Policy as published on the SELEP website. The SELEP Secretariat shall publish Hospitality and Gift returns quarterly on the SELEP website.

2.3 Chair and Vice Chairs

2.3.1 The private sector Chair shall be appointed by the Strategic Board for a two year term following an open, transparent and non-discriminatory competition that assesses each candidate on merit.

2.3.2 Prior to the appointment of the Strategic Board Chair there will be wide and transparent engagement with the business community.

2.2.3 The SELEP shall publish policies for Chair and Deputy Chair recruitment.

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

2.3.4 Duties of the Chair will be to:

- a) ensure the smooth and effective operation of the Strategic Board
- b) Chair the Investment Panel
- c) lead on the development of strategy
- d) participate in the appointment of, and directly manage, the Chief Executive Officer of the SELEP, bringing any significant performance or staffing issues to the attention of the Strategic Board and the Accountable Body
- e) ensure effective liaison with all constituents of SELEP and Government and to undertake representation, communication and advocacy as required and as according to SELEP's extant strategies
- f) maximise SELEP's connections with Small and Medium sized enterprises (SME's) across the SELEP area
- g) provide, on an annual basis, in conjunction with the SELEP Chief Executive Officer, a statement on the status of governance and transparency within SELEP; this statement will be explored in greater detail during the Annual Performance Review process with government. This statement will be published on the SELEP website.



- h) oversee the development and implementation of SELEP's Communication Strategy
- i) support any resolutions of conflict between the Accountable Body and the Accountability Board
- j) ensure that declarations of interest are requested, and acted upon, at the outset of each Strategic Board and Investment Panel meeting

2.3.5 Following the two year term, the Strategic Board can agree to extend the Chair's terms for a further two years for a maximum of three consecutive terms. The Strategic Board will be asked to consider the potential extension of the Chairs contract approximately 6 months before the end of the term.

2.3.6 The Strategic Board currently has three strategic Vice Chairs, one for Essex and South Essex, one for Kent and Medway and one for East Sussex. This may be subject to change due to the LEP review. The recruitment process for appointing the SELEP Vice-Chairs is set out in the Board Recruitment Process.

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, subject to full compliance with SELEP Policies and SELEP Board Recruitment Process

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 representatives (ensuring business majority);
- b) There should be at least 1 business representative 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 information by virtue of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. , as detailed within the SELEP Assurance Framework. Meetings shall be recorded and made available on the SELEP website. Additional filming or recording of proceedings should be agreed in advance with the SELEP Secretariat. 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 Chair'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 Secretariat 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 Secretariat 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.
- 2.5.5 In certain circumstances, the Chair may decide to seek agreement to a proposal via Electronic Procedure. In such cases, the SELEP Secretariat will write to each Board member requesting agreement to a specified course of action. The admissible responses are: Approved, Not Approved or Abstain. 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.
- 2.5.6 All decisions made by Electronic Procedure shall be noted 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 Secretariat. Board members wishing to propose items for a future agenda should contact the Secretariat at least 28 days in advance of the meeting being held. Final papers for Board discussion shall be made available on the SELEP 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 ten 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 confidential information. Any minutes which are not released into the public domain will be stored confidentially by the SELEP Secretariat.

2.7 Conflicts of interest

- 2.7.1 Board members must be familiar with and fully comply with SELEP's Register of Interests Policy.
- 2.7.2 Board members shall complete a Register of Interest in the format prescribed by Central Government within 28 days of becoming a member of a SELEP Board and which will be published on the SELEP website.
- 2.7.3 Board members are responsible for ensuring that registers of interest are kept up to date by notifying the SELEP Chief Executive Officer of any changes to their interests within 28 days of the change occurring.
- 2.7.4 Board members are required to review their register of interest before each Board meeting and submit any necessary revisions to their Register of Interest in advance of the meeting.
- 2.7.5 The Chair will ask for declaration interests to be declared at the start of each Strategic Board meeting.
- 2.7.6 Where a Disclosable Pecuniary Interest declaration has been made the Board member must withdraw from the room where the meeting considering the business is being held at the time that item of business is being discussed and must not participate in any debate or vote on the matter.
- 2.7.7 Board Members are required to declare an interest on decisions, irrespective of whether or not they are able to attend the meeting at which the decision is to be taken. Where a Board member declares a Pecuniary Interest, a substitute member is unable to vote on their behalf.

2.8 Accountability Board

- 2.8.1 The SELEP Accountability Board is the main performance management structure within the SELEP. 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 Assurance Framework and the requirements of Government.
- 2.8.2 The current arrangements for scrutiny of Accountability Board are detailed in 'Scrutiny Arrangements'; section of the Assurance Framework and within the Joint Committee Agreement.

2.9 SELEP Investment Panel

- 2.9.1 The Investment Panel is a sub-committee of the Strategic Board, as an advisory committee to the Strategic Board and Accountability Board.
- 2.9.2 The Panel meeting is not a public meeting.
- 2.9.3 The Investment Panel operates under its own Terms of Reference, agreed by the SELEP Strategic Board.



2.9.4 The Investment Panel's role and responsibilities include:

- a) Reviewing the initial list of projects sifted and prioritised by each Federated Board;
- b) Conducting a prioritisation process for those projects requiring capital investment based on the approach agreed by the Strategic Board, with regard to the outcome of the ITE assessment of projects and in accordance with the SELEP Assurance Framework;
- c) Making recommendations for the provisional allocation of funding to projects prioritised by the Investment Panel. The final award of funding will be subject to an Accountability Board decision, in line with the Assurance Framework requirements; and
- d) Considering priorities for future funding from Government in accordance with the priorities identified through the SELEP's Economic Strategy Statement (ESS), along with emerging SELEP and Government priorities.

2.10 Other Board and working group arrangements

2.10.1 As described in section 1.3.1, SELEP operates a federated model, which supports decision-making and project prioritisation at a local level.

In discharging those responsibilities relevant to the SELEP, federated boards should provide the following responsibilities:

- a) leading the open call for projects and ensuring the call is widely publicised;
- b) the identification and prioritisation of projects for investment by SELEP, prior to projects being prioritised at a pan-LEP level by the Strategic Board/Investment Panel (depending on funding stream); overseeing SELEP investment programmes within the agreed local tolerance levels for spending and delivery;
- c) coordinating reports as required to the Strategic and Accountability Boards;
- d) identifying local priorities and/or a vision for the federated area which are aligned with SELEP's Economic Strategy Statement (the SELEP's term for its Strategic Economic Plan) and the SELEP's approach to project prioritisation;
- e) enabling collective engagement with all Local Authority leaders within the federated area to ensure that there is a clear mandate for decision making on growth priorities and supporting collaboration and joint delivery at executive level;
- f) championing successes within their communities, including bringing to the attention of Government local growth projects which should be recognised as innovative, or examples of best practice, and ensuring that stakeholders are able to make informed decisions on local growth matters;
- g) ensuring ongoing local engagement with public and private sector partners to inform key decisions and set out how they will evidence effective engagement;
- h) supporting SELEP's local engagement with, and feedback to, the general public about future strategy development and progress against delivery of the Growth Deal, including key projects and spend against those projects and that this can be evidenced;
- i) increasing their overall diversity of protected characteristics, including gender, age, ethnic origin, religion and sexual orientation as defined in the Equality Act 2010; and to commit to having at least



one third female membership of appointed members of the Federated Board by March 2020;

- j) ensuring that the Chief Executive Officer is informed of all meetings and that the SELEP Secretariat is given the opportunity to attend;
- k) working with the SELEP 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;
- l) working with the incumbent Vice Chair to provide the SELEP Secretariat with clear and updated nominations for membership of the Strategic Board;
- m) championing the work of the SELEP to local communities; and
- n) ensuring the transparency and accountability of decisions and recommendations made at local level.

2.10.2 SELEP’s working agenda is supported by a range of advisory, working and interest groups. Over the course of SELEP’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 separately.

2.10.3 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 SELEP website
- b) notification of future meetings and meeting notes made available on the SELEP website
- c) clarifications around how federal areas have been engaged in any process which culminates in recommendations being made to the Strategic Board
- d) an action plan which clearly associates milestones, outputs and monitoring arrangements when SELEP funding is being spent
- e) an assurance that SELEP funding will not be used until full approval has been sought from SELEP

2.10.4 From time to time SELEP may establish informal non decision making working groups to provide expertise and support to the Strategic and Accountability Boards in shaping its strategy or delivering pan-LEP priorities, as it considers appropriate. For these informal groups, in the interests of openness and transparency, SELEP commits to adhering to the Assurance Framework requirements on publishing material on the SELEP website.

2.10.5 The Working Groups will be required to provide updates to Strategic Board meetings. Where there is specific local interest to their work, the Working Groups should also report to federated boards.

Group	Function	Purpose
Coastal Communities	Working Group	To help develop the economies of our coastal areas and address regeneration needs through targeted intervention
Enterprise Zones	Working Group	Designated areas that provide Government support to encourage new and expanding businesses. To find out more about our enterprise zones, visit https://www.southeastlep.com/our-strategy/working-groups/enterprise-zones/

Housing and Development	Working Group	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 SELEP area
Skills Advisory Group	Working Group	To provide a strategic, joined up, holistic SELEP 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.
Digital Skills Partnership	Working Group	To bring together regional businesses, large employers, local employers, charities and public sector organisations to tackle local digital skills challenges.
Rural	Working Group	To coordinate and support activities to enable growth in the rural economy, maximising access to all available funding sources.
Social Enterprise	Working Group	To progress matters which advance the interests of the third sector and to seek opportunities to put the agenda at the forefront of the SELEP's work.
South East Creative Economy Network (SECEN)	Working Group	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.
Tourism	Working Group	To support the visitor economy is critically important to the growth and sustainability of many of our coastal and rural communities
Transport Officer Group (covering Strategic Infrastructure)	Working Group	To discuss SELEP's position on transport matters. Meets on an ad hoc basis.
U9 (Universities)	Working Group	To promote the interests of universities across the SELEP, to follow best practice, to coordinate around funding bids and to drive the SELEP's work around innovation.
Growth Hubs (Business Support)	Working Group	To develop and deliver Growth Hub activity at the SELEP level and across the three local sub-hubs.
Senior Officer Group	Advisory	To provide resource and advice to the Secretariat on particular items of work, to link with local political members, to support effective decision making and to generally expedite the work of the SELEP.
Programme Consideration Meeting	Advisory	To ensure a co-ordinated approach to the management of the SELEP Local Growth Fund (LGF) and Growing Places Fund (GPF) capital investment programmes.



- 2.10.6 It may be the case that working groups either cease to exist or are created to reflect the SELEP's operational Economic Strategy Statement and the levels of priority and engagement from Government. SELEP 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.
- 2.10.7 The Working Groups shall have a designated direct link to the SELEP Strategic board, either through existing representation, or through an existing board member acting as a champion for the sector.
- 2.10.8 There are two meetings external to, but coterminous with the SELEP. The European Structural and Investment Fund (ESIF) sub-committee, administered by Ministry for Housing Communities and Local Government for the discharge of European funding in the SELEP area, continues to operate and is well aligned with the SELEP Secretariat. 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 SELEP's successful discharge of its duties and will therefore continue to be resourced.
- 2.10.9 SELEP 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 Secretariat.
- 2.10.10 Through the working group activities, representation and involvement with other organisations across a wider geography, the SELEP actively engages in cross-LEP working on strategic issues. This includes, but is not limited to, joint working with neighboring LEPs on:
- (i) the development and implementation of the Energy Strategy;
 - (ii) Emerging Sub National Transport Bodies; and
 - (iii) Southern LEPs work programme.

3. SECRETARIAT AND ADMINISTRATION

3.1. Secretariat

- 3.1.1 The Strategic Board is supported by an independent secretariat which is generally referred to elsewhere as the 'SELEP Secretariat'. The SELEP Secretariat has responsibility for:
- a) overseeing the working groups;
 - b) making recommendations to the Accountability Board and Strategic Board;
 - c) providing impartial advice to all Accountability and Strategic Board members;
 - d) engaging with the Federated Boards;
 - e) production and day to day implementation of the Delivery Plan, to be agreed by the Strategic Board in advance of each financial year. This will define the activities to be undertaken during the financial year, along with Key Performance Indicators (KPI); progress against which will be reported to the Strategic Board throughout the year;



- f) production of the Annual Report, which will review SELEP's performance against the agreed KPIs set out in the Delivery Plan and be presentation at each Annual General Meeting (AGM);
- g) practical co-ordination and organisation of meetings (including the AGM, a public meeting annually in July, an opportunity to engage with the wider business community), Strategic Board minutes, preparation of papers and maintenance of the SELEP website;
- h) ensuring appropriate engagement with stakeholder, local partners, neighbouring LEP's, Central Government (3.39 below);
- i) carryout the day to day business of the SELEP in compliance with the requirements of the National and SELEP Assurance Framework, and SELEP's own policies;
- j) ensuring the Central Government Growth Deal branding guidance is adhered to;
- k) management of financial and operational Risk by the Chief Operating Officer;
- l) management of project and capital programme risk by the Capital Programme Manager;
- m) induction of new team members, incorporating Essex County Council training (including GDPR and Diversity and Equality). ensuring the efficient administration of the Strategic Board, the Accountability Board and the other SELEP sponsored working groups
- n) ensuring the Boards operate within their Terms of Reference
- o) providing information and support to all SELEP Board Members
- p) monitoring work commissioned by the Board and reporting on progress to the Board
- q) coordinating the production of papers and agenda items
- r) managing communications activity on behalf of SELEP
- s) undertaking such tasks as directed by the Board, Chair and Vice Chairs
- t) 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
- u) Actively engaging with, and providing oversight to, the Accountable Body in the discharge of their responsibilities and accountabilities with regard to SELEP and implementation of the SELEP Assurance Framework
- v) 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
- w) ensuring arrangements are in place for the lawful and effective implementation and delivery of projects by partners
- x) 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
- y) reporting to the Accountable Body as required
- z) liaising with and reporting to Government, particularly in respect of the Local Growth Fund Capital Programme

3.1.2 The SELEP Secretariat will be employed by an upper tier local authority and will work within the policies and procedures of the employing body as well as the policies and procedures of SELEP.



- 3.1.3 The SELEP Secretariat will seek support and advice from other organisations to the extent that it supports the advancement of the SELEP's overall work programme. The Chief Executive Officer is also responsible for managing the SELEP'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 Secretariat and any financial liabilities of the Accountable Body resulting from being the Accountable Body of the SELEP 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.
- 3.1.5 Members of the secretariat who have decision making responsibility will complete a Register of Interest, which will be made available on the SELEP website for full transparency.

3.2 Communications

- 3.2.1 The Boards shall operate on the basis of transparency, openness and good communication.
- 3.2.2 The SELEP Secretariat shall be responsible for the SELEP'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 SELEP Secretariat 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 have been amended and reported to the Board on 4th October 2019.
- 4.3 These terms of reference replace any previous versions agreed by the Board.