

# **Marches LEP Accountability and Assurance Framework**

March 2015

WORKING DRAFT

## Contents

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1.0 Introduction .....	1
2.0 LEP Governance and Decision Making .....	2
2.2 Marches LEP Organisational Structure .....	3
2.2.1 Marches LEP Partnership Board .....	3
2.2.2 Private Sector Area Business Boards .....	3
2.2.3 Marches Joint Assurance Committee .....	4
2.2.4 Marches Sub Groups .....	4
2.2.5 Marches Local Management Committee .....	5
Diagram 1 – Marches Local Enterprise Partnership (LEP) Group Structure .....	5
Diagram 2 – Marches Local Management Committee Structure - Update in light of changes DCLG are making .....	7
2.2 LEP Delivery Capacity .....	7
Diagram 3 – Marches LEP Management Team Structure .....	9
2.3 Governance Framework for Decision Making .....	10
Diagram 4 – Marches LEP Governance Structure .....	12
2.4 Cross LEP Working .....	13
3.0 Local Authority Partnership Working Across the LEP .....	14
4.0 Accountable and Transparent Decision-Making .....	16
5.0 Democratic and Financial Accountability .....	18
6.0 Ensuring Value for Money: Prioritisation, Appraisal, Business Case Development and Risk Mgt	21
6.1 Options Appraisal and Prioritisation .....	21
6.2 Project/Programme Commissioning .....	21
6.3 Project Appraisal and Prioritisation .....	21
6.4 Value for Money and Business Case Development for Prioritised/Funded Proposals .....	22
6.5 The Five Case Model .....	23
6.6 Risk Management .....	25
Diagram 5 – Governance and Risk Management Model .....	26

7.0 Appendices – To be reviewed.....	27
Appendix 1 – Marches Joint Assurance Committee Constitution .....	28
Appendix 2 – Marches LEP Partnership Board Terms of Reference .....	31
Appendix 3 – Marches LEP Management Team Terms of Reference .....	40
Appendix 4 – Marches LEP Audit, Risk and Monitoring Committee.....	44
Appendix 5 – Growth Hub Management Committee .....	45
Appendix 6 – Marches Skills Board Terms of Reference .....	46
Appendix 7 – Hereford Enterprise Zone – Insert Terms of Reference & updated diagrams.....	49
Appendix 8 – The Marches Planning and Housing Partnership (MPHP) .....	51
Appendix 9 – Marches LEP Funding Forum Terms of Reference .....	56
Appendix 10 – European Structural Investment Funds (ESIF) Local Management Committee .....	58
Appendix 11 – Marches Local Transport Body .....	59
Appendix 12 – Marches LEP Enquiries, Comments, Compliments and Complaints Policy – TBC.....	62
Appendix 13 – Equality and Diversity Policy - Checking with Legal/Equalities Officers .....	65
Appendix 14 – Glossary of Terms.....	67

## 1.0 Introduction

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This document sets out, in a single assurance framework, the key practices and standards of the Marches Local Enterprise Partnership (LEP) in managing growth in the Marches, in decision-making around agreed priorities and in ensuring decisions over funding are proper and value for money is achieved.

Building upon the local government system of financial management, the document provides details which have been agreed by the Marches LEP concerning its own governance practices and standards and highlights strong local authority support, transparency of decision-making, financial accountability and value for money. This document will be reviewed a minimum of once a year by the Marches LEP Board and its Finance and Monitoring Officers, with any changes being recommended to the Joint Executive Committee for adoption.

## **2.0 LEP Governance and Decision Making**

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- 2.0.1 The Marches LEP operates as an informal partnership of private and public sector leaders, with a slim-line structure developed in the interests of: minimising bureaucracy, cost and duplication; achieving speedy decision making and delivery; and sharing expertise and resources.
- 2.0.2 As a new Partnership operating across a new economic geography, formal arrangements have been put in place to ensure fast and effective decision-making together with democratic accountability for the substantial public funds that are required to deliver the Marches Strategic Economic Plan (SEP) and Growth Programme, including European Structural and Investment Funds (ESIF) and Single Local Growth Funds. The single governance structure set out below will oversee the delivery of the Growth Programme for the LEP.
- 2.0.3 The Marches LEP has worked with the Government's Local Growth Team, Managing Authority Departments (Department for Communities and Local Government (DCLG), Department for Work and Pensions (DWP) and the Department for Environment Food and Rural Affairs (DEFRA)), along with BIS Local (Department for Business, Innovation and Skills), in developing the detailed design for strong LEP governance that combines transparency in decision-making and sound financial management.

### **2.1 Accountability for Public Funding**

- 2.1.1 As the amount of public funding flowing through LEPs has increased, it has become necessary to strengthen the robustness and accountability of LEPs. Both the National Audit Office and the Public Accounts Committee of the Commons have raised concerns regarding the arrangements for the coordination, accountability and transparency of local growth programmes, as well as the management and monitoring and evaluation of funding for local economic growth. Additionally, concerns have also been raised about arrangements for accountability. This "Accountability and Assurance Framework" seeks to provide assurance to Government and Parliament (as well as the residents, businesses and other

stakeholders of the Marches), that there are robust local systems in place which ensure resources are spent with regularity, propriety and value for money.

- 2.1.2 Consequently, all of England's 39 Local Enterprise Partnerships have an accountable body which is a single local authority or a combination of local authorities (in the form of a 'Combined Authority'). The accountable body for the Marches LEP is Shropshire Council and it is the Head of Finance, Governance and Assurance (known as a Finance (Section 151) Officer) who has responsibility for ensuring that a local assurance framework is in place and that decisions are made in accordance with this local assurance framework.

## **2.2 Marches LEP Organisational Structure**

The Partnership Group Structure is set out in Diagram 1 of this document (p.5). The membership, roles and responsibilities of the Marches LEP Partnership Board and each of its Sub Groups are detailed in the Appendices to this document. The Terms of Reference detail the way in which each group operates, including how recommendations are made and decisions taken and fed back to the LEP Partnership Board.

### **2.2.1 Marches LEP Partnership Board**

The Marches LEP Partnership Board is responsible for setting strategic direction for the Partnership. This Private Sector led Board has eleven members and provides the strategic lead for the Partnership, setting the overall strategy for growth including: making recommendations on: the development of the SEP strategic priorities; oversight, endorsement and prioritisation of strategic projects; the allocation of budget; and monitoring expenditure and output performance for the SEP Growth Programme.

### **2.2.2 Private Sector Area Business Boards**

The Marches area has three private sector Area Business Boards covering Herefordshire, Shropshire, and Telford and Wrekin, which support strong communication with the business base. The Chair of each Board sits on the LEP Partnership Board. The Area Business Boards have cross-sector strategic business representation, also including: the relevant Chamber of Commerce; the Federation of Small Businesses; other business sector networks; the voluntary, community and social enterprise sector; the Asian Business Community; and the Rural Farming Network.

These Area Business Boards are not LEP Sub Groups. They have a strategic role in supporting growth across their area. The inclusion of the Area Board Chairs is aimed at providing strong, two way communications on business needs with the business community; informing strategy development and adding to other direct communication undertaken by the LEP with the wider business base.

#### 2.2.3 Marches Joint Executive Committee

The Marches Joint Executive Committee, which is a joint committee of the three local authority leaders, provides democratic accountability for LEP decision-making, ensuring that decisions meet with government public finance and accountability requirements. Through delegation it also enables timely and effective delivery and management of the work programme whilst providing clarity regarding roles and accountabilities. Decisions of the Joint Executive Committee are subject to scrutiny by the three local authority scrutiny committees, (Herefordshire Council General Overview and Scrutiny Committee, Shropshire Council Enterprise and Growth Scrutiny Committee and Telford and Wrekin Council Housing, Economy and Infrastructure Scrutiny Committee).

#### 2.2.4 Marches Sub Groups

The LEP Partnership Board has eight main Sub Groups, chaired by a Private Sector Lead, LEP Partnership Board Member, or Local Authority Elected Senior Councillor and supported by Local Authority or University-based technical officers. These Sub Groups comprise of businesses and other stakeholders and include:

- Audit, Risk and Monitoring Committee
- Food, Drink, Agriculture and Agri-Technology Group
- Marches Local Transport Body
- Growth Hub Management Committee
- Marches Skills Board
- Hereford Enterprise Zone Board
- Housing and Planning Partnership
- LEP Funding Forum
- Proactive Stewardship Governance Board

The Sub Groups and Working Groups have specific and separate responsibilities detailed in their Terms of Reference relating to areas such as:



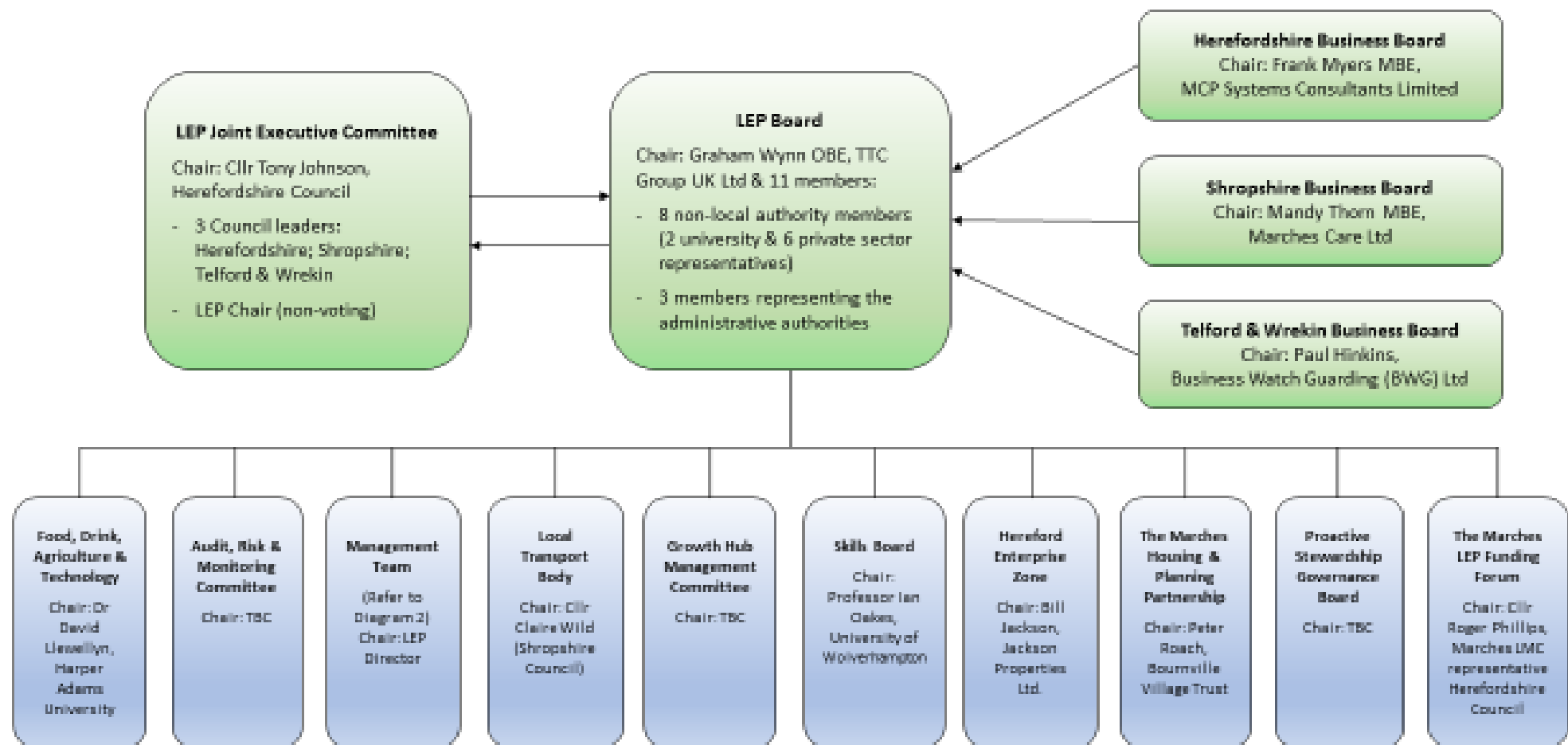
- Provision of advice and expertise to the Board on policy and priorities around areas such as housing, skills, transportation and sector needs;
- Development and commissioning of the work programme against the LEP Partnership Board's identified priorities and required outcomes via LEP Commissioning Groups;
- Appraisal of proposed projects and programmes via the use of Assurance/Appraisal Groups and/or an Independent Technical Evaluator; and
- Delivering projects and programmes through procured private, public and Voluntary, Community and Social Enterprise (VCSE) deliverers and, for example, the Local Transport Authorities and Hereford Enterprise Zone Board.

#### 2.2.5 Marches Local Management Committee

The Marches Local Management Committee operates separately from the LEP structure, with a remit to consider LEP Partnership Board endorsed Marches projects and Multi-LEP projects seeking funding from the Marches EU ring-fenced Fund. This Committee makes recommendations to the National Growth Board, which in turn takes the final decision on which projects are funded from the Marches EU Funds.

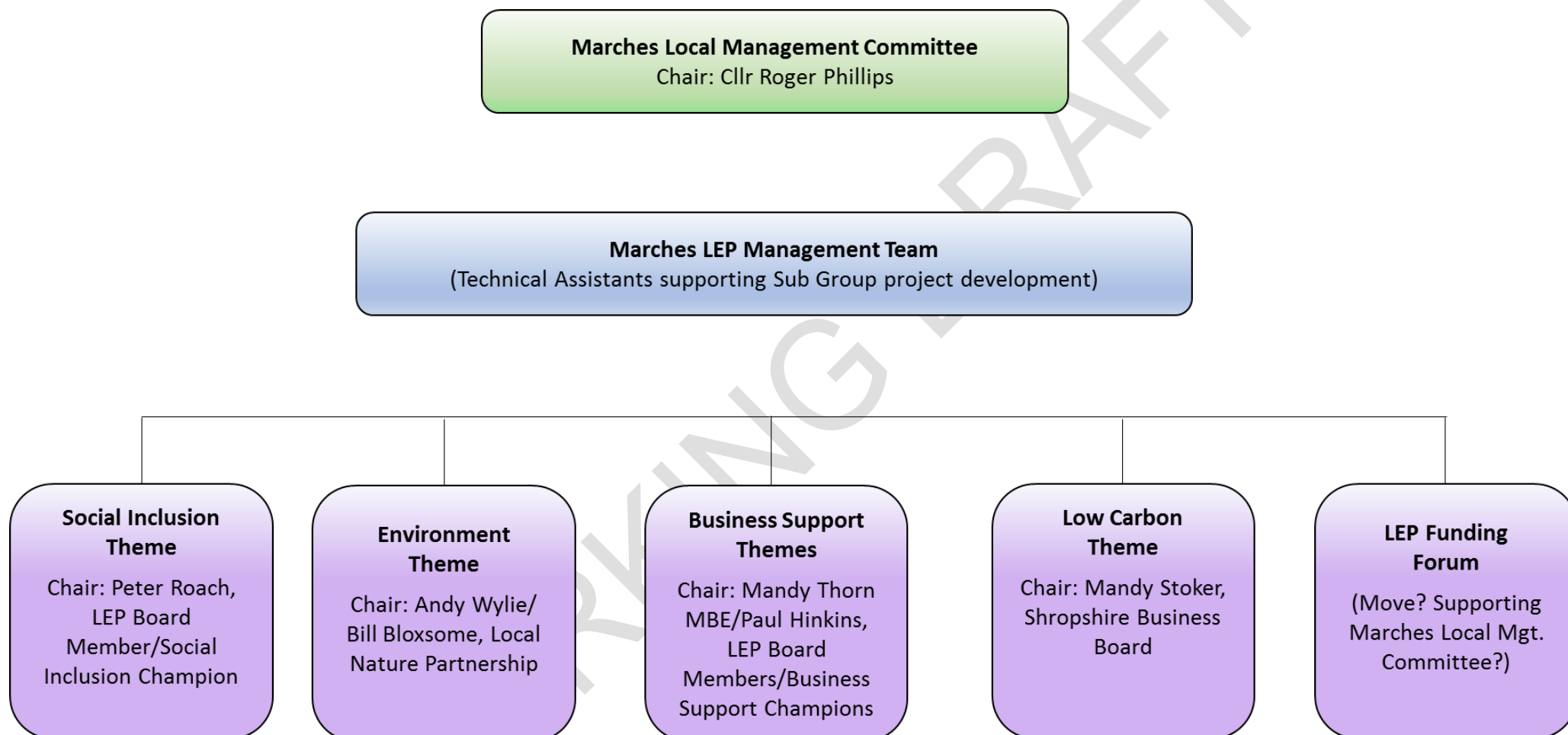
#### 2.2.6 Add text here to accompany Diagram 2 - Marches Working Group/External Funding Management Structure (p.6).

Diagram 1 – Marches Local Enterprise Partnership (LEP) Group Structure



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**Diagram 2 – Marches Local Management Committee Structure** - Update in light of changes DCLG are making

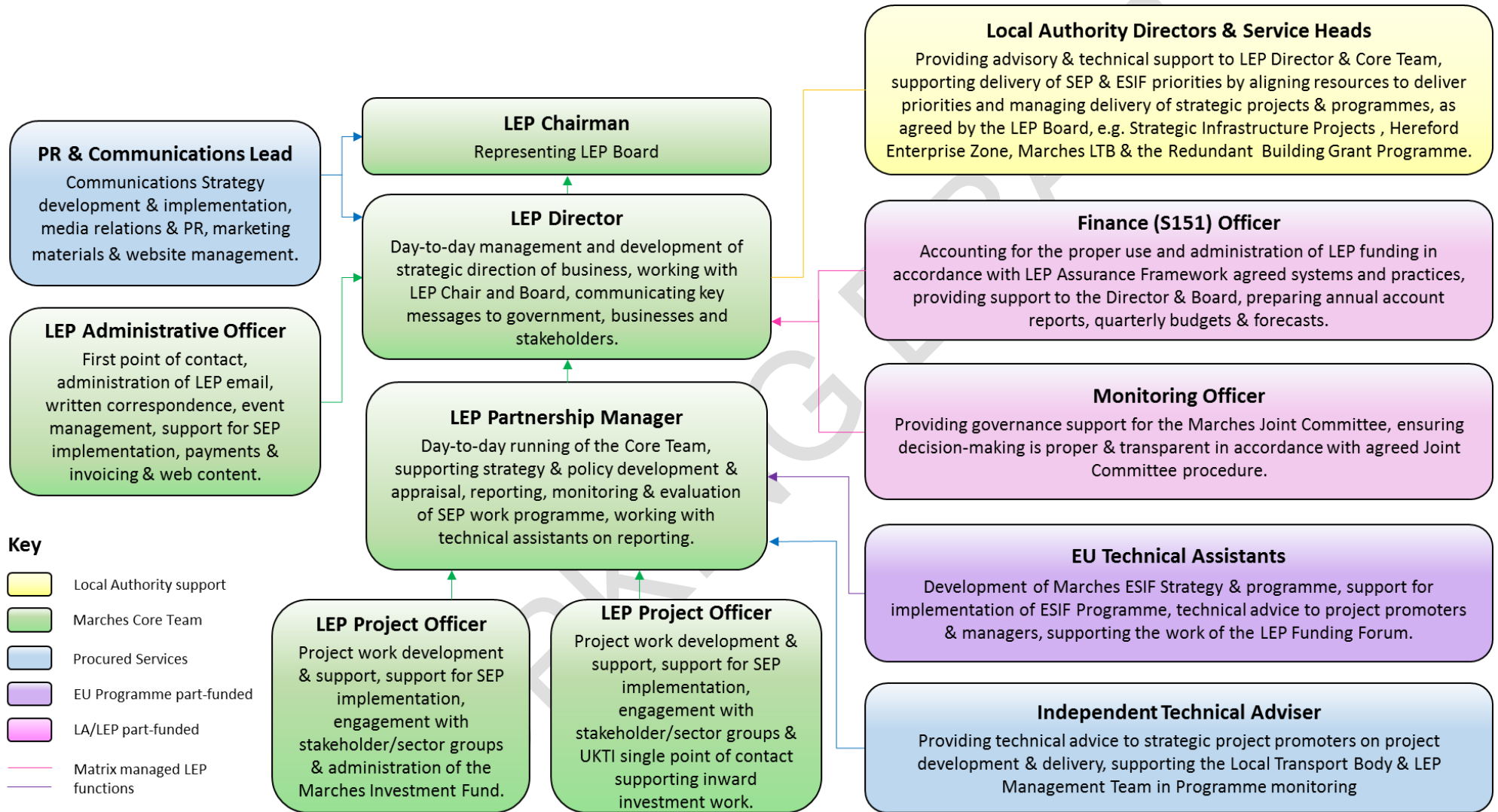


## **2.2 LEP Delivery Capacity**

- 2.2.1 The LEP Management Team is responsible for supporting LEP Partnership Board in strategy development, coordinating the management of the SEP Work Programme and the day to day administration of the Partnership including internal and external communications.
- 2.2.2 The LEP Management Team, led by the full-time (F/T) LEP Director, includes a small Core Team of four staff: one F/T Partnership Manager, one F/T Project Officer, one part-time (P/T) Project Officer and one F/T Administrative Officer. Essential support is provided by the Finance Section 151 (S151) Officer from Shropshire Council, who provides the accountable body function for LEP financial governance, and the Monitoring Officer from Herefordshire Council who oversees the development, operational support and governance arrangements of the Marches Joint Executive Committee. The Core Team and the time of the Finance (S151) Officer and Monitoring Officer are supported through LEP Core Funding.
- 2.2.3 The LEP's Communications and Public Relations Lead is provided by a private company, procured via an open tender exercise. Two EU Technical Assistants (1 F/T, 1 P/T), funded through EU Programme Funds, further supplement the expertise of the LEP Management Team, providing coordination and development of projects and programmes emerging from the Marches ESIF Strategy. A Local Transport Body (LTB) Independent Technical Evaluator, procured via an open tender exercise, reports to the LTB and provides support for the LEP Management Team's programme management role through his role in coordinating the LEP's Strategic Transport Infrastructure Work Programme and supporting and monitoring progress on scheme delivery.
- 2.2.4 Further essential support to increase the capacity of the LEP Management Team and work programme delivery, is provided by three Local Authority partners via Director-level and Service Head-level officers' input. These Senior Officers have responsibility for growth-related services including economic development, housing and planning and transportation. They provide additional support to the Core Team, having responsibility for aligning public resources (staff time and funds) against delivery of identified Board priorities.
- 2.2.5 Through the LEP Management Team function, the work of the Core Team is integrated with the work of key staff from relevant service areas within the three local

authorities. This ensures that resources are used to maximum effect and expertise available within the partner authorities is utilised and not duplicated within the Core Team. Importantly, it also ensures that opportunities for joint Local Authority working, arising from both Joint Executive Committee decisions and LEP Partnership Board recommendations, is coordinated at an appropriate level. Further details of local authority partnership working across the LEP are set out in Section 3. The LEP Management Team structure is set out in Diagram 3 (p.9).

**Diagram 3 – Marches LEP Management Team Structure**



## **2.3 Governance Framework for Decision Making**

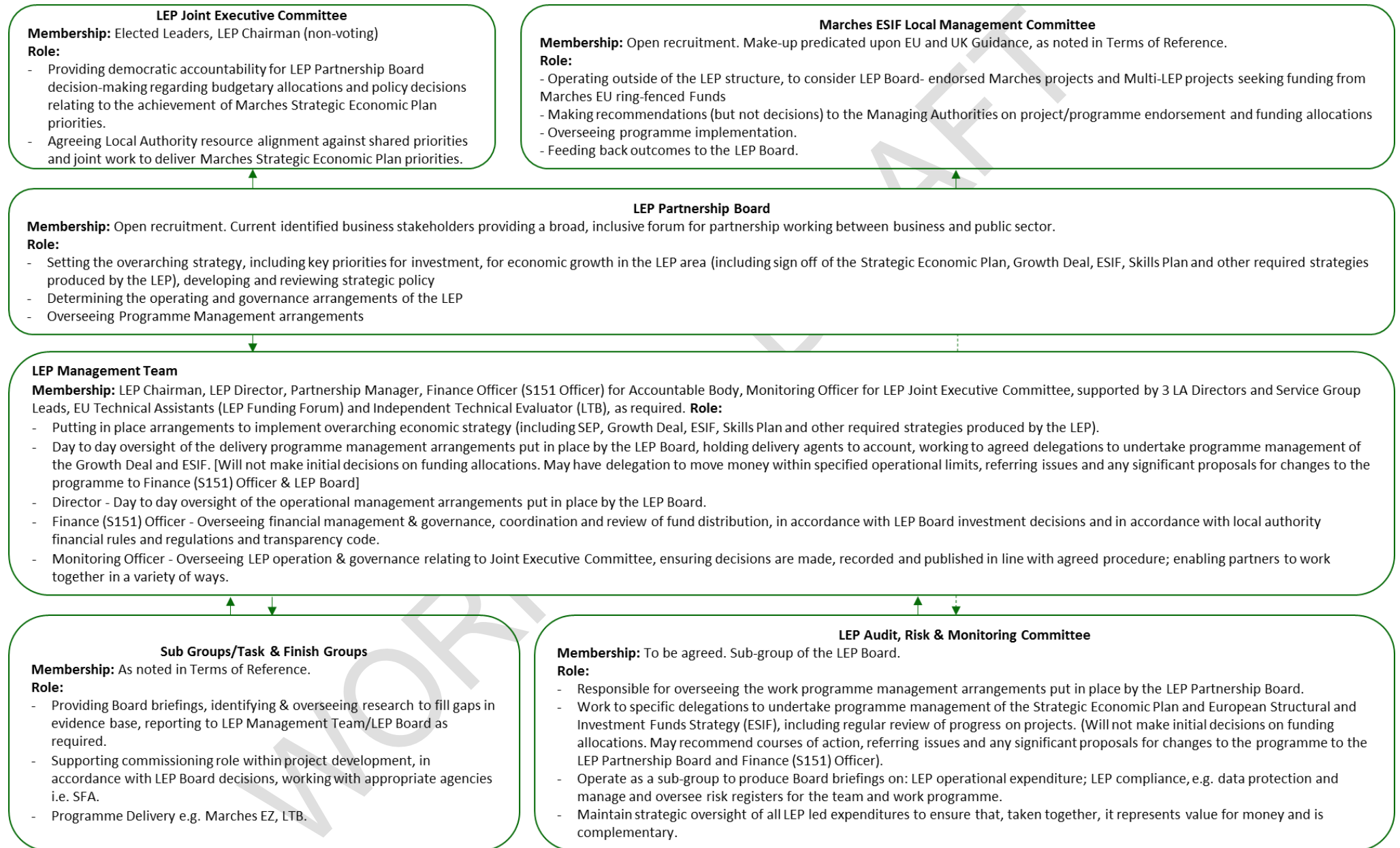
- 2.3.1 The role of the key groups that are central to LEP governance arrangements are set out in Diagram 4 (p.12) and in Sections 4 - 6 of this document, with each group operating in line with an agreed Terms of Reference, conduct protocols and in strict accordance with delegations agreed by the LEP Joint Executive Committee. The structure provides the required expertise and essential capacity to: develop/procure projects and programmes to address identified Board priorities; oversee the development and delivery of those projects; and provide day-to-day management and coordination of the delivery programme, including supporting the monitoring and evaluation of projects and programmes.
- 2.3.2 The proposed governance structure recognises that the three most significant sources of funding for promoting economic growth currently in the Marches are the Single Local Growth Fund, the European Union (EU) Funding Programme (2014-2020) and the Marches Investment Fund (currently under development). The latter will be 'fed' from funding sources such as the Enterprise Zone business rate uplift, the Growing Places Fund and LEP/Homes and Communities Agency (HCA) stewardship arrangements. The governance structure recognises other sources of funding which the LEP either has responsibility for allocating (including core funds, LTB funds), or plays a role in supporting others to access (including Regional Growth Funds) and that further funding opportunities will emerge.
- 2.3.3 The Governance arrangements are designed to ensure that: the LEP Partnership Board has an overview of all LEP-related activity; funding is being allocated in a transparent and coordinated manner which provides value for money; and assurance is provided through the accountable body Finance (S151) Officer on the proper use and administration of public funds.
- 2.3.4 Following recommendations from the LEP Partnership Board, the Joint Executive Committee, may delegate specific functions, within agreed parameters, to the LEP Director, Finance (S151) Officer, or other officers, as required for the timely and efficient operation of the Partnership. However, the LEP Joint Executive Committee will retain ultimate responsibility for these functions.
- 2.3.5 LEP Partnership Board makes its recommendations to the Marches Joint Executive Committee which if agreed are translated into action by the LEP Management Team,



working with the Marches partners to deliver LEP Partnership Board priorities and desired outcomes set out as a programme of work in the SEP Implementation Plan.

- 2.3.6 The LEP Management Team will work with the Finance (S151) Officer to develop a Performance Management Framework against which the work programme can be monitored by the LEP Partnership Board. The LEP Partnership Board will monitor programme finance and output metrics and will receive other essential information on individual project performance and management of risk through exception reports, the detail of which will be managed and overseen by the Audit, Risk and Monitoring Committee, supported by the LEP Management Team. The Independent Technical Evaluator will monitor the detail of programme performance, finance and output metrics for the SEP Transport Infrastructure Projects, reporting to the Audit, Risk and Monitoring Committee. The Audit, Risk and Monitoring Committee will undertake this role working in strict accordance with agreed change management delegations, reporting to the LEP Partnership Board.

## Diagram 4 – Marches LEP Governance Structure



## **2.4 Cross LEP Working**

- 2.4.1 The LEPs' individual Strategic Economic Plans provide more detailed reference to cross-LEP strategy development and project and programme working. Uniquely across England, the six West Midland LEP Chairmen meet on a formal and quarterly basis, with the Chairman of the Greater Birmingham and Solihull LEP chairing the group. The LEP Secretariats meet in support, chaired by the Black Country LEP's Chief Executive. These arrangements enable formal and coordinated responses to a range of LEP issues pertinent to the area, particularly around collaboration in relation to transport, access to finance and support for the business supply chain with our West Midlands LEP partners.
- 2.4.2 Where collaboration relates to project/programme development and delivery, such as on Regional Growth Fund funding, one Local Authority partner takes a lead in overseeing governance and financial arrangements, for example, the Marches and Worcestershire Redundant Building Grant Programme, where Herefordshire Council takes accountable body lead for both LEPs.

### **3.0 Local Authority Partnership Working Across the LEP**

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3.1 The Marches three local authority partners are committed to working collaboratively to promote economic growth through the LEP. Within the new governance structure they have made a significant resource commitment to the successful development of the partnership and delivery of the SEP, working together within each stage in the management process, moving to 'area led' approaches on delivery across the area, and aligning finance against common objectives.

3.2 Collaborative input includes:

- Through the Marches Joint Executive Committee structure and scheme of delegation to ensure swift decision making and alignment around use of public funds.
- At the strategic leadership level through the partnership commitment at the LEP Partnership Board.
- At LEP Management Team level by ensuring adequate resource is aligned to delivery of Board priorities, working with the LEP Core Team.
- At the Sub Group/Working Group level, where essential technical officer support is provided by the three local authorities, working together:
  - Through the Commissioning Groups in designing tender specifications to deliver against Board priorities; and
  - Working to private sector sub group chairs, to support the work of the key sub groups with responsibility for advising the LEP Partnership Board on strategic policy direction, including the Skills Board, Local Transport Body, Housing and Planning Partnership and Growth Hub Management Committee.
- At project and programme delivery level as required, for example the Hereford Enterprise Zone and SEP prioritised transport infrastructure projects.
- Through the financial commitment of the local authority partners to aligning funds against the revolving Marches Investment Fund.
- The LEP Management Team is also part-funded by local authority contributions, matched with Central Government funding and EU Technical Assistance.

WORKING DRAFT

## 4.0 Accountable and Transparent Decision-Making

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- 4.1 The Marches LEP employs a number of methods in communicating with businesses and stakeholders about LEP policies, decisions and work programme progress and for seeking their input on the same.
- 4.2 The Marches LEP Communications Strategy (July 2013) sets out how the Marches LEP will engage and communicate messages and news. At its most basic level, the strategy seeks to ensure the Partnership can:
- Acknowledge and reach, in an appropriate manner, all of the Marches key audiences, partners and stakeholders;
  - Provide interesting, relevant and useful updates on its work and successes
  - Develop a position of thoughtful leadership across the issues that matter to the LEP, and;
  - Provide the LEP's information in a variety of formats, across different platforms to ensure its reach.
- 4.3 Above all else, a priority is to communicate and support the vision of the Marches LEP: *"A strong, diverse and enterprising Marches business base, operating in an exceptional and connected environment, where the transfer of technology and skills foster innovation, investment and economic growth."*
- 4.4 The Marches LEP dedicated website provides a central communication tool for partners, businesses and stakeholders. Among other information, the website includes details of:
- LEP meeting dates (including LEP Partnership Board and Joint Assurance Committee), forward plans, agendas and decisions, in line with existing local authority rules and regulations (access to information, Schedule 12A of the Local Government Act 1972);
  - Details of Board Members, including Board Member roles and responsibilities, declarations of interest and Sub Group membership;
  - Key LEP documents including the SEP, ESIF Strategy, Skills Plans and supporting information on the evidence base for the economy;

- An events calendar providing details of meetings/areas of work in which businesses and stakeholders can get involved;
- Contact telephone and email addresses which businesses and stakeholders can use to raise queries or seek more information on any issue;
- Any tender commissions or project calls, together with details of criteria against which projects will be appraised and prioritised; and
- The LEP Communications Strategy, Equality and Diversity Policy, Conflicts of Interest Policy and Enquiries, Comments, Compliments and Complaints Policy.

4.5 Through the accountable body, the Marches LEP seeks to ensure that Freedom of Information and Environmental Information Regulation requests are dealt with in line with relevant legislation, and to comply with the local government Transparency Code.

4.6 The Management Team produces a 6-8 weekly e-newsletter that is sent to approximately 4,000 businesses and stakeholders, providing latest information on LEP news and events and on current progress on projects in delivery, commissions and projects promoted through the SEP and ESIF. A website link enables businesses, residents and stakeholders to sign up for this. A separate e-newsletter has now been launched for the detailed EU work, to keep stakeholders and interested parties up to date with latest developments with the new programme. In addition to these, the ongoing media relations include briefings, press releases, commentary and analysis resulting in weekly coverage, plus daily updates on both the Marches LEP twitter feed (@marcheslep) and Marches Enterprise Zone twitter feed (@herefordzone).

## **5.0 Democratic and Financial Accountability**

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- 5.1 Local Growth Fund resources will be paid via a Section 31 Grant Determination to Shropshire Council as the accountable body. The proper use and administration of this funding will be set out through the grant funding letter/agreement, this assurance framework and the wider implementation plan. Other funding received by the LEP will also be accompanied by a relevant grant funding letter/agreement and Shropshire Council will administer in line with any terms and conditions laid out in these agreements.
- 5.2 Shropshire Council (through its Responsible Finance (S151) Officer) is accountable for ensuring that grant income received, payments out and any applicable repayments are accounted for and administered correctly (which will fall under the annual audit of Shropshire Council's accounts). The Marches LEP will have a vital leadership role to play. It will be responsible for developing and maintaining the Strategic Economic Plan and determining the key funding priorities to which Local Growth Fund (LGF) and other resources should be directed. Democratic accountability for the decisions made by the LEP is provided through the Marches LEP Joint Executive Committee (noting the inclusion of three local authorities on the LEP Partnership Board, in a representative capacity), with accountability to the business community flowing through the business leaders.
- 5.3 The complementary roles of both parties – the financial responsibilities of the lead Finance (S151) Officer and the leadership role and accountabilities of the LEP – will be supported by a set of agreed systems and practices. These practices/systems will support both the Finance (S151) Officer role in ensuring proper, transparent decisions which deliver value for money but also support timely, informed decision making by the LEP.
- 5.4 Therefore the Marches LEP's Accountability and Assurance Framework confirms:
- Decision making is undertaken by the Marches LEP Joint Executive Committee and is subject to scrutiny by the respective councils' overview and scrutiny committees
  - Shropshire Council will be the accountable body for the Single Local Growth Fund and other funding sources received from Government;



- Use of resources will be in accordance with Shropshire Council's established processes including financial regulations and contract regulations;
- Shropshire Council will be responsible for ensuring that the following requirements are adhered to, including:
  - Ensuring decisions and activities of the Marches LEP conform with legal requirements with regard to equalities, social value, environment, State Aid, procurement etc. The LEP Management Team will retain an oversight of these issues.
  - Ensuring that the funds are used appropriately, and in a manner that is consistent with the contents of the offer letter from government.
  - Ensuring that the Marches LEP Accountability and Assurance Framework is adhered to.
  - Holding copies of all relevant LEP documents relating to LGF funding.

5.5 Shropshire Council will be the accountable body for the Marches LEP. As the accountable body, Shropshire Council will:

- Hold the devolved major scheme funding and make payments in accordance with the recommendations made by the LEP Partnership Board and approved by the Joint Executive Committee;
- Account for these funds in such a way that they are separately identifiable from the accountable body's own funds and provide financial statements to the LEP Partnership Board as required;
- Record the decisions of the LEP in approving schemes (for example if subjected to legal challenge);
- Supply protocol and guidance in relation to transparency and audit for the LEP to adhere to.

5.6 Appropriate legal agreements will be implemented to define the responsibilities that LEP partners have to one another and to facilitate the undertaking of the responsibilities detailed above by the accountable body.

- 5.7 Regular independent audit and assurance checks will be commissioned and undertaken to verify that the LEP is operating effectively within the terms of its agreed assurance framework. The LEP will be responsible for taking the necessary action to remedy any shortcomings identified within any such audit.

Confirm relationship with the councils' audit committee(s)

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## **6.0 Ensuring Value for Money: Prioritisation, Appraisal, Business Case Development and Risk Management**

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### **6.1 Options Appraisal and Prioritisation**

- 6.1.1 The LEP Partnership Board, supported in some areas by the Sub Groups, sets the strategic priorities for the SEP Work Programme, identifying issues to be addressed and the outcomes to be achieved through programme delivery. These decisions are used by the LEP Management Team to oversee the development of projects and programmes to achieve the Board's desired outcomes. Projects may be commissioned through an open call/tender process or, in the case of a public infrastructure project, a project promoter may be identified to develop the proposal, e.g. the Local Transport Authority will identify a project promoter and take responsibility for procuring contractors through open tender or established frameworks.

### **6.2 Project/Programme Commissioning**

- 6.2.1 Project development work is undertaken by groups of public, private and VCSE sector local and national partners with knowledge and expertise around the issues and areas of work to be addressed. They are brought together as a 'Commissioning Group' to design a project/tender specification for the area of work and criteria against which tender responses will be judged. The make-up of a Commissioning Group varies according to the issue and expertise required. A Group member would have no subsequent involvement in the area of work. Criteria to be evaluated as part of any appraisal will be specified in the tender brief.

### **6.3 Project Appraisal and Prioritisation**

- 6.3.1 Tenders received through open calls are appraised against criteria set by the Commissioning Group. The criteria will reflect LEP Partnership Board requirements around delivery of SEP strategic priorities/cross cutting themes, economic growth potential (including jobs, housing and private sector leverage), and relevant Treasury or other Government departmental requirements. It will also include a project delivery options analysis, an assessment of deliverability on the preferred delivery option and an assessment of value of money.
- 6.3.2 The project appraisal process is overseen by the LEP Management Team, using set conduct protocols, and undertaken by a relevant LEP Assurance Sub Group or an

Independent Technical Evaluator, with no prior or subsequent involvement in delivery of the area of work.

6.3.3 Recommendations are made to the LEP Partnership Board which makes recommendations to the Joint Executive Committee on the projects to be supported. In the case of ESIF Strategy-related Projects and Programmes, the LEP Partnership Board recommendations will be provided to the ESIF Local Management Committee for consideration.

6.3.4 In the case of transport infrastructure schemes, project appraisal work is undertaken by an Independent Technical Evaluator, overseen by the Local Transport Body, which makes recommendations to the LEP Partnership Board on the strategic and economic growth impact, options analysis, deliverability and value for money aspects of each scheme. The Board then makes recommendations to the Marches Joint Executive Committee

6.3.5 The LEP Partnership Board will consider all proposed projects and programmes and is required by Government to prioritise these proposed activities, considering each scheme in terms of: the evidence base supporting the needs for intervention; the strategic economic impact of all proposed interventions and outcomes (including jobs, houses, private leverage); an options and value for money analysis; and deliverability.

6.3.6 This project development, appraisal and approval process, is streamlined and transparent, providing essential rigour in determining use of funds.

#### 6.4 Value for Money and Business Case Development for Prioritised/Funded Proposals

6.4.1 The delivery of projects can be complex, requiring a robust LEP governance structure. The Marches LEP recognises this and has ensured that a strong structure is in place, based upon our Department for Transport (DfT) approved Assurance Framework. The Marches Local Transport Body Assurance Framework was adopted by the LEP Partnership Board in June 2013 and subsequently updated in January 2014. It has provided a robust and accountable process for assessing and prioritising transport schemes. The principles of this approach have been adopted by the LEP Partnership Board and integrated into the LEP governance structure, in considering the wider range of LEP projects coming through the Marches Strategic Economic Plan.

6.4.2 The Framework provides a clear decision-making process, supporting the development of integrated investment packages that contribute directly to the delivery of the SEP's economic objectives/targets. It also ensures a robust risk management process which will continue to ensure accountability, deliverability and value for money.

## 6.5 The Five Case Model

6.5.1 There are five cases which should be included when developing the Business Case for a project:

1. **Strategic Case** – Why is the scheme needed?
2. **Economic Case** – Is the scheme good value for money?
3. **Financial Case** – Is the scheme affordable and financially sustainable?
4. **Commercial Case** – Can the scheme be procured and constructed?
5. **Management Case** – Is the scheme deliverable?

6.5.2 The Strategic Case determines whether or not an investment is needed, either now or in the future. It should demonstrate the case for change – that is, a clear rationale for making the investment; and strategic fit, how an investment will address existing problems and further the aims/objectives of an organisation and its customers. The strategic case provides the greatest emphasis for going ahead with a scheme at an early stage. If a preferred scheme is not obvious, the Strategic Case should provide a shortlist of options at the Strategic Outline Case stage.

6.5.3 The Economic Case assesses scheme options to identify all their impacts, and the resulting value for money, to fulfil the LEP's requirements for appraisal and demonstrating value for money in the use of taxpayers' money. The impacts considered are not limited to those directly impacting on the measured economy, nor to those which can be expressed in monetary terms. The economic, environmental, social and distributional impacts of a proposal are all examined, using qualitative, quantitative and monetised information. In assessing value for money, all of these impacts are consolidated to determine the extent to which a proposal's benefits outweigh its costs.

6.5.4 The Financial Case concentrates on the affordability of the proposal, its funding arrangements and technical accounting issues. It presents the financial profile of the different options and the impact of the proposed deal on the accounts of the

organisation which will become responsible for future maintenance of the asset created by the scheme.

- 6.5.5 The Commercial Case provides evidence on the commercial viability of a proposal and the procurement strategy that will be used to engage the market. It should clearly set out the financial implications of the proposed procurement strategy. It presents evidence on risk allocation and transfer, contract timescales and implementation timescale as well as details of the capability and skills of the team delivering the scheme and any personnel implications arising from the proposal.
- 6.5.6 The Management Case assesses whether a scheme is deliverable. It tests the scheme planning, governance structure, risk management, communications and stakeholder management, benefits realisation and assurance (for example potentially a Gateway Review to ensure that the scheme is still likely to deliver value for money). There should be a clear and agreed understanding of what needs to be done, why, when and how, with measures in place to identify and manage any risks. The Management Case sets out a plan to ensure that the benefits set out in the Economic Case are realised and will include measures to assess and evaluate this. All schemes and programmes are expected to have a risk management plan proportionate to their scale.
- 6.5.7 The business cases, design, procurement and project delivery work for individual schemes are progressed by the individual project leads e.g. Local Transport Authority scheme promoters or commissioned private/public/voluntary sector delivery agents.
- Each LEP Partnership Board-approved project is progressed by a named Project Manager with responsibility for day-to-day management of project delivery and mitigation of risks and reporting.
  - The Local Transport Body is supported in their role by the procured services of an **Independent Technical Evaluator (ITE)** who provides a technical challenge and sign off role, ultimately providing both the LEP Partnership Board and DfT confidence that there has been a suitably robust assessment of the Business Case and therefore deliverability of priority projects. The ITE will be responsible for day-to-day monitoring and management of the overall transport scheme programme and will report to the LEP Management Team on any changes to scheme value for money, risks, delivery timescales and capital costs.

- The **Marches EU Technical Assistant** undertakes the technical checking and oversight on day-to-day monitoring and management function for the ESIF Strategy Work Programme, reporting to the LEP Management Team.
- The **LEP Management Team** provides a strategic role in overseeing technical checking and monitoring and in making recommendations to the LEP Audit, Risk and Monitoring Committee on the status of projects. The LEP Management Team will have overall responsibility for day-to-day monitoring and management of the Strategic Economic Plan (SEP) Work Programme (which includes all projects supported through the Single Local Growth Fund and ESIF Strategy) and will report to the LEP Audit, Risk and Monitoring Committee on any changes to scheme value for money, risks, delivery timescales and capital costs who will report on to the LEP Partnership Board on the status of the Work Programme.
- The **Marches Audit, Risk and Monitoring Committee** monitors the performance of projects and programmes within the Work Programme. The Committee recommends courses of action to be taken in relation to performance of individual projects and programmes, in order to ensure the LEP Work Programme performs according to timetable and meets or exceeds targets.
- The **Marches LEP Partnership Board** recommends which schemes will be supported and brought forward and has responsibility for monitoring delivery and performance of the SEP Work Programme.
- The **Marches Joint Assurance Committee** approves projects and budgetary allocations, ensuring resources are spent with regularity, propriety, and value for money.

## 6.6 Risk Management

- 6.6.1 The principle governance and risk management arrangements for the Marches LEP are set out in Diagram 4 (p.12).
- 6.6.2 The role of the named project managers is to provide detailed risk assessments and proposed mitigation strategies. The role of the Marches Independent Technical Evaluator (ITE) and EU Technical Assistants will be to ensure that each Project Manager retains a pro-active role in identifying, anticipating and mitigating risks. The LEP Management Team will maintain an up-to-date Risk Register, with regular input from the Audit, Risk and Monitoring Committee, on behalf of the LEP Partnership

Board. The LEP Partnership Board will review the Risk Register at each meeting, as part of its monitoring role. The overall governance and risk management model is set out in Diagram 5 (p.26) and noted below.

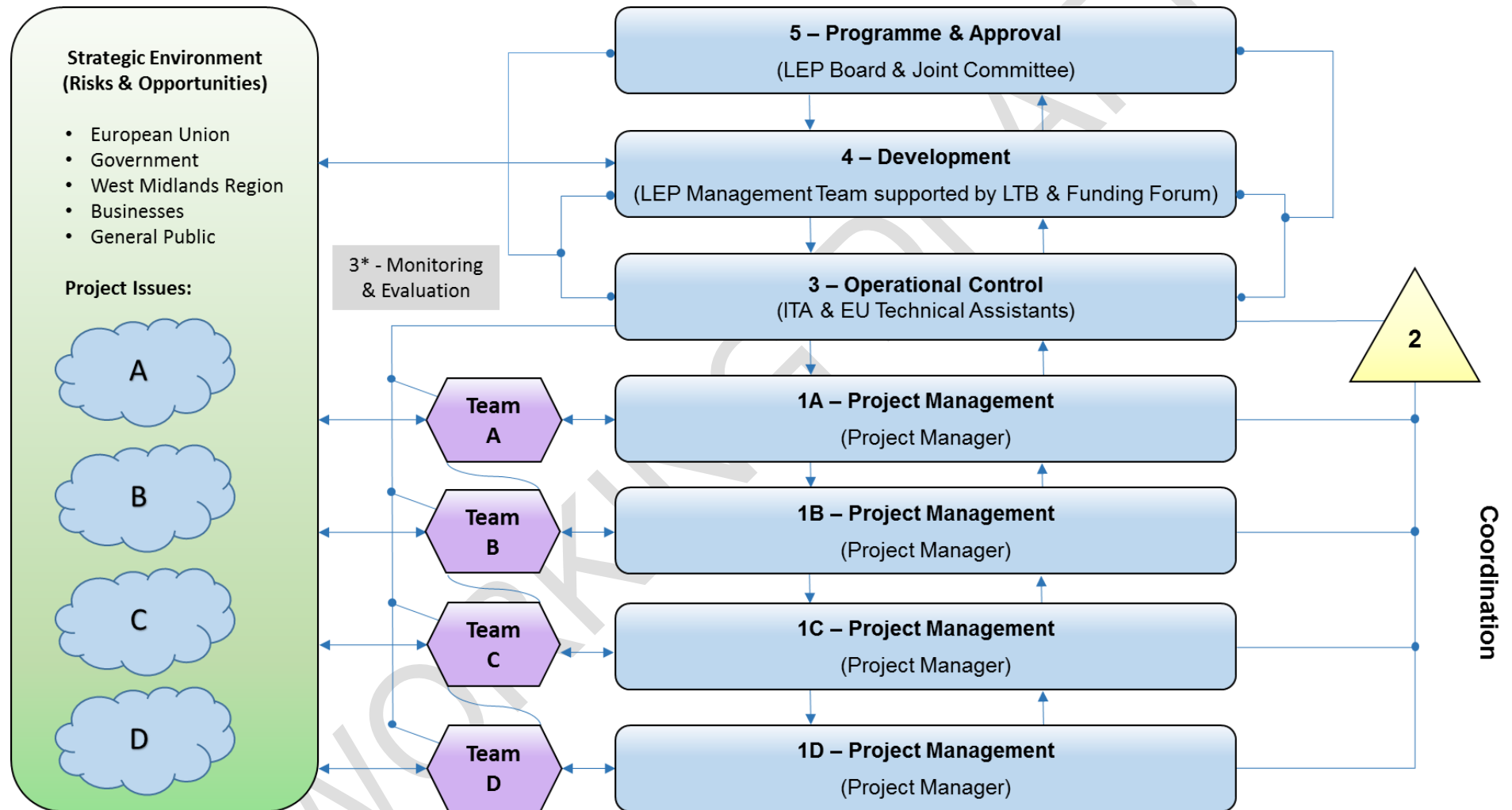
- **Level 1 (Project Management)** – The primary activity of the programme is to deliver schemes and packages which meet the wider outcomes and impacts that the Strategic Economic Plan (SEP) wishes to deliver. Each project will employ a Project Manager, together with any required additional support, to undertake the practical tasks - business cases, design, statutory processes, consultation and delivery/construction. Information from Level 1 provides other parts of the governance structure with essential information of what is happening “on the ground”.
- **Level 2 (Co-ordination)** – Ensures that the overall programme of Level 1 projects is coordinated so that there is no conflict or inconsistency between the resource requirements of the teams. Typical coordination mechanisms include the setting up of protocols (e.g. communications, reporting and programming). A common language and shared culture (based around a clear understanding of purpose), will be developed.
- **Level 3 (Operational Control)** – Provides the technical and management processes necessary to ensure that the operations activities in Level 1 are delivered and contribute to something that is much greater than the sum of their parts. This will be the role of the Independent Technical Evaluator and Marches EU Technical Assistants. An important technical task will be the provision of advice and guidance to the Level 1 project teams, and to act on information received. The LEP Partnership Board at Level 5 is also highly reliant on this information, so that high level strategy can be adjusted to meet the “on the ground” conditions.
- **Level 3\* (Monitoring and Evaluation)** – Enables Levels 3 and 5 to have the information so that they know what is going on – both in terms of day-to-day progress and longer term delivery of strategic objectives through transport scheme investment. Monitoring and evaluation will also give scheme promoters confidence that the LEP is aware of the issues that they are facing. The LEP Management Team is working with the LTB and LEP Funding Forum to develop Key Capability Measures (KCMs) to measure the delivery of both the schemes themselves and the wider purpose of the investment.



- **Level 4 (Development)** – The governance structure needs to combine its day-to-day focus with looking into the future at how the policy and planning environment is changing – thereby anticipating threats and opportunities before they happen. Typical activities may include research, forward planning and scenario planning. All other levels of the structure are highly reliant on the information gained; but this level is often neglected or completely ignored within many traditional governance structures. The LTB and LEP Funding Forum will support the LEP Management Team in fulfilling this role. Findings are reported to the LEP Partnership Board for consideration and decision.
- **Level 5 (Programme Board)** – Strategic policy decisions and approvals of scheme spending are ultimately taken at this level, based on a clear understanding of the information received from all the other levels. The challenge is to understand both the day-to-day picture, whilst looking forward and anticipating new challenges and opportunities in the future.

6.6.3 The individual project managers will address risk as part of the project management of the scheme. This will accord with the requirements of the Assurance Framework and be overseen/supported by the Independent Technical Evaluator (on Transport-related projects), the Marches EU Technical Assistants (on EU-related projects) and LEP Management Team officers (on other SEP projects), ensuring this process is robust and accords with LEP Partnership Board requirements.

**Diagram 5 – Governance and Risk Management Model**



## **7.0 Appendices – To be reviewed/drafted**

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Appendix 1 – The Marches LEP Joint Executive Committee Constitution

Appendix 1a – The Marches LEP Joint Executive Committee Scheme of Delegation

Appendix 2 – The Marches LEP Partnership Board Terms of Reference

Appendix 3 – The Marches LEP Management Team Terms of Reference

Appendix 4 – The Marches LEP Audit, Risk and Monitoring Committee

Appendix 5 – The Marches Growth Hub Management Committee

Appendix 6 – The Marches Skills Board Terms of Reference

Appendix 7 – Hereford Enterprise Zone

Appendix 8 – The Marches Housing and Planning Partnership

Appendix 9 – The Marches LEP Funding Forum Terms of Reference

Appendix 10 – European Structural Investment Funds (ESIF) Local Management Committee

Appendix 11 – The Marches Local Transport Body

Appendix 12 – The Marches LEP Enquiries, Comments, Compliments & Complaints Policy

Appendix 13 – The Marches LEP Equality and Diversity Policy

Appendix 14 – Glossary of Terms

## Appendix 1 – The Marches Joint Executive Committee Constitution

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### Purpose of the Committee

- Herefordshire Council, Shropshire Council and Telford and Wrekin Council have established an executive committee, known as the Marches Joint Assurance Committee (MJAC), for the purpose of discharging the functions set out in paragraph 13 below.
- MJAC is a joint committee of the executive for the purposes of Part VI of the Local Government Act 1972 and Part 1, Chapter 2 of the Local Government Act 2000 and the provisions applicable to joint committees of the executive shall apply to MJAC.
- MJAC will take decisions in accordance with the principles of good decision-making namely:
  - Giving consideration to all options available;
  - Having regard to due consultation;
  - Giving consideration to professional advice from officers;
  - Having clarity of aims and desired outcomes;
  - The action proposed must be proportionate to the desired outcome;
  - Having respect and regard for human rights;
  - A presumption for openness, transparency and accountability;
  - Only relevant matters being taken into account;
  - Due weight to all material considerations (including opportunities and risks);
  - Proper procedures being followed.

### Committee Membership and Voting

Membership Organisation	Member	Alternate
Herefordshire Council	Cllr Tony Johnson (Chair)	Cllr Roger Phillips
Shropshire Council	Cllr Keith Barrow	Cllr Steve Charmley
Telford and Wrekin Council	Cllr Kuldip Sahota	Cllr Bill McClements
Marches LEP	Graham Wynn	

- MJAC shall comprise four members as follows: three voting members, each council being entitled to appoint one voting member who shall be a member of that council's Cabinet; and one non-voting member, being the Marches Local Enterprise Board Chair. In the event of a voting member of the MJAC ceasing to be a member or executive

member of their appointing council, that council shall appoint another voting member in their place. Only a voting member is entitled to be Chair or Vice Chair of MJAC.

- Each council may appoint members of its executive as named substitutes for voting members to attend meetings in the absence of a voting member appointed under 4 above. The secretary of MJAC shall be notified of any named substitutes before commencement of the meeting.
- For the avoidance of doubt, it is a matter for the respective councils' executives to appoint their voting members/substitutes.
- The MJAC shall, at its annual meeting, elect a Chair and Vice Chair from among its voting members; or may choose to adopt for that year a rotating Chair. In the event of an elected Chair and Vice Chair not being present the MJAC shall elect a Chair for the meeting from the voting members present.
- Two voting members shall constitute a quorum. Unless the law provides otherwise all matters shall be decided by a majority of the votes of the voting members present; if there are equal numbers of votes for and against, the Chair shall exercise a second, casting vote.

### **Meeting Arrangements**

- Herefordshire Council will act as secretariat to MJAC and provide all necessary governance support.
- MJAC shall meet at least annually and otherwise as may be determined by the Chair, or at the written (electronically or otherwise) request of any two voting members; any such request should be forwarded to the secretariat who will convene a meeting within 28 working days of receiving the request.
- The secretariat will give notice of time, date and venue for the meetings in accordance with the provisions of the access to information requirements of the Local Government Act 2000 as amended and ensure compliance with The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.
- Unless explicitly provided for within this constitution; the relevant standing orders for MJAC are those of Herefordshire Council.

## **Roles and Responsibilities – To be reviewed by Finance (S151) Officer**

- MJEC shall fulfil the following executive functions, at all times having regard to the duty to co-operate and the views of the Marches LEP Partnership Board:
  - a) Set, monitor and review objectives and priorities for strategic economic investment across the Marches LEP area.
  - b) Agree allocation of Marches LEP revenue and capital spend that is under the control of the LEP Partnership Board and relating to the delivery of the LEP Economic Plan.
  - c) Agree Marches LEP capital expenditure programmes relating to the delivery of the LEP Strategic Economic Plan, and ensure policy and programmes are delivered effectively.
  - d) Agree Major Transport Scheme funding allocation in line with the LEP Strategic Economic Plan.
  - e) Ensure alignment between decision making regarding achievement of the Marches Strategic Economic Plan and decisions on other related areas of policy such as land use, transportation and wider community and economic regeneration.
  - f) Influence and align government and public investment in order to boost economic growth within the Marches LEP area.
  - g) Provide an annual report on the activities of MJAC to the three partner councils.
  - h) Agree lead or accountable body status for any particular issue as necessary.
  - i) Review and (where all three Leaders are present) amend the Terms of Reference of the MJAC.

## Appendix 2 – The Marches LEP Partnership Board Terms of Reference

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### Roles and Responsibilities

- Recommend the overarching vision and strategy for economic growth in the LEP area (including sign off of the Strategic Economic Plan, Growth Deal, ESIF, Skills Plan and other required strategies produced by the LEP), including key priorities for investment, and develop and review strategic policy.
- Recommend the operating structure and governance arrangements of the LEP including making appointments to the Board and relevant LEP Sub-groups.
- Recommend the allocation of LEP revenue and capital spend relating to the delivery of the LEP Economic Plan.
- Recommend the Marches LEP Delivery Plan for the LEP Strategic Economic Plan and ESIF Implementation Plan.
- Overseeing Programme Management including information monitoring arrangements.
- Champion the Marches as a business investment location.

### Board Membership

- The Marches LEP has eleven Board members, eight private sector/non-local authority members and three members representing the administrative authorities. The business of the partnership shall be conducted by its members sitting as a Board and meeting on a regular basis. The Board will comprise:

Sector	Name	Job Title and Organisation
<b>1 Private Sector Chair</b>	Graham Wynn OBE	TTC Group Ltd
<b>3 Area Business Board Chairs</b>	Frank Myers MBE	Chair of Herefordshire Business Board
	Mandy Thorn MBE	Chair of Shropshire Business Board
	Paul Hinkins	Chair of Telford Business Board
<b>3 Co-opted Business Champions</b>	Bill Jackson	Chair of Hereford Enterprise Zone
	Peter Roach	CEO Bournville Village Trust
	Dr David Llewellyn	Vice Chancellor of Harper Adams University
<b>1 Skills Champion</b>	Prof. Ian Oakes	Deputy Vice Chancellor, University of Wolverhampton
<b>3 Local Authority Leaders</b>	Cllr Tony Johnson	Leader of Herefordshire Council

	Cllr Keith Barrow	Leader of Shropshire Council
	Cllr Kuldip Sahota	Leader of Telford and Wrekin Council

- The Local Authority Members are determined by the three administrative authorities. The initial term of office is two years for private sector members, including the Chairman of the LEP Partnership Board. The Chairmen of the 3 Area Business Boards will be re-elected by their Business Board Membership in accordance with their Terms of Reference and can serve on the LEP Partnership Board for up to six years in total. At the end of their two year office, the Business and Higher Education Champions can be re-invited by the Chairman, in consultation with the Board Members, to serve a further two years and can serve on the LEP Partnership Board for up to six years in total. At the end of two years in office, the Chairman can seek re-election by the LEP Partnership Board Members. Election of the Chairman shall be undertaken by vote. The Chairman can only seek re-election twice (i.e. the Chairman can only serve a maximum of 6 years).
- The LEP Partnership Board may establish Auxiliary Groups or committees as may be necessary to facilitate the conduct of its business.
- The LEP Partnership Board shall meet quarterly in accordance with a timetable of identified dates and/or at such time and place as the Board may from time to time determine. Meeting dates for the following calendar year will be issued in November of the previous year. Meetings will be held on Mondays between 6pm and 8pm.
- The Chairman may call a meeting of the Board at any time, giving not less than seven days' notice. Notice shall be in writing and shall be left with, sent by post or facsimile transmission or emailed to each Member. The notice shall specify brief details of the principal items of business proposed to be transacted at that meeting in addition to the date, time and place of the meeting.
- Where an emergency meeting is called the notice period may be waived and the reason for doing so will be recorded in the minutes of the meeting.
- In extreme cases of urgency the Chairman, after ascertaining the views of Members, shall have the power to act on behalf of the Partnership, providing that in such cases any business is reported to the next meeting of the Board and confirmed in the minutes.

#### **Attendance at Meetings**



- Meetings will be attended by Board Members, the Partnership Director and such members of her staff that she requires to support her in this role, local authority senior officers and other advisors/observers by resolution of the Board or at the request of the Chairman where expert input is required for a particular discussion item.

### **Apologies for Absence**

- Apologies should always be given to the Partnership Director. In the event of failure to attend a meeting, members may send a named substitute.

### **Circulation of Papers**

- Papers will be sent to Members at least four working days in advance of meetings. Papers will be provided electronically by e-mail and placed on their secure intranet site at least five working days in advance of meetings.
- Board Members may provide items to the Partnership Director for consideration of inclusion on the Board Agenda. Items should be notified at least ten working days prior to the meeting to allow preparation of appropriate papers and information for Member's consideration at the meeting. The Partnership Director shall keep a list of notified items. The Chairman will hold responsibility for managing the size of the Agenda for each meeting and will have final decision on inclusion of notified Agenda items.

### **Chairman of Meeting**

- The Chairman shall preside over any meetings of the Board. If the Chairman is absent, the remaining Members of the Board will choose another Board Member to Chair the meeting.

### **Quorum**

- No business will be transacted at a meeting of the Board unless at least six Members of the Board are present, at least three of whom shall be private sector Members.
- If a quorum is not present within half an hour from the time appointed for the meeting or if during a meeting a quorum ceases to be present, the meeting shall stand adjourned to the same day in the next week at the same time and place or to such time and place as may be determined.

## **Voting and Decisions**

- All decisions will be made with a consensus approach. In the event of a consensus not being reached a vote will be taken. Only Board Members are entitled to vote. In the event that a Board Member cannot attend their named substitute may attend and vote on their behalf. Those in attendance in an ex-officio capacity, invited advisors or observers will not be entitled to vote. Any decisions put to the vote shall be decided by a majority of the Members present and voting at that meeting. In the event of a tie in votes, the Chairman of the meeting will have the casting vote.
- Voting shall be by such means as may be agreed by the Members present at a meeting provided that the Chairman or any Member may request a vote to be taken by a show of hands on any resolution or business before a meeting.
- In order to enable the LEP to progress its business in an efficient manner the Board can progress its business by using written procedure e.g. consultation on Government policy issues where responses are required prior to next meeting. In this case Board Members will receive an e-mail notification which identifies the following:
  - Issue date of the proposal and date that responses are required by
  - Name of the person making putting forward the proposal/decision
  - Details of the proposal
- Two working days after the close of responses Board Members will then be circulated with the details:
  - Responses received
  - Any mitigating action taken to address board members' stated views or concerns
  - If a decision is required the voting rules are the same as those for a decision taken in a meeting
  - If a decision is reached Board Members will also be notified of the date when any decision comes into effect.

## **Minutes**

- Minutes of the Board proceedings will be drawn up and kept electronically, as will all Board papers. The minutes shall be issued to Members within four working days of the meeting and submitted to the next meeting for approval as to their accuracy by Board Members. The minutes as approved by the Board shall be signed by the Chairman of the meeting to which they are submitted and, if so signed, shall be received as conclusive evidence of the facts stated therein and that the meeting had been duly

convened and validly held.

- The names of the Members present at a meeting shall be recorded in the minutes. If any officer or employee of the Partnership or any other body or organisation attends the meeting, the name of that officer or employee shall be recorded as being in attendance.

### **Openness of Board Meetings**

- The Board will:
  - a) Share Board approved minutes, non-confidential papers and a summary report of the Board meetings, via the website or e-bulletin;
  - b) Hold an Annual Public Meeting and produce an Annual Report and hold periodic open events for discussion and engagement with the private sector and other stakeholders to monitor and discuss the progress of the Partnership at such time and place as the Board may from time to time determine.

### **Confidentiality of Information**

- Notwithstanding the requirements of the Data Protection and Freedom of information Acts, as a general rule, papers received at Board meetings will be non-confidential unless:
  - a) They contain Information relating to any individual, likely to reveal the identity of an individual;
  - b) Relate to the financial or business affairs of any particular person;
  - c) Relate to any consultations, negotiations or legal proceedings in connection with any labour relations matter or proposed contract or commercial transaction by or on behalf of the Partnership and disclosure would prejudice those consultations, negotiations or legal proceedings.
- Information held by the Partnership shall, except in the case of information contained or included in a public document, and unless the Partnership resolves otherwise, be treated by all Members and officers of the Partnership in confidence.

### **Review of this Document**

- These Standing Orders will be reviewed annually.

## **Interim Rules Relating to the Conduct of the Marches LEP Partnership Board**

### **Members and Officers**

- The Code of Conduct for Marches LEP Partnership Board Members has been adopted to show the commitment of members to operate in as open a way as is possible whilst maintaining the highest standards of conduct for such a Partnership. The provisions of the Code apply equally to each and every member of the Board; this includes when acting as members of a committee or group established by the LEP Partnership Board.
- A copy of the Code of Conduct will be available on the website and placed on the secure intranet site for the information of and use by Board Members and other interested persons. Board Members will review the provisions of the Code annually. Changes may be made during the year as and when this is thought to be appropriate.

### **Absence from Meetings**

- If a Member is incapacitated by illness or has been absent from meetings of the Partnership for more than three meetings in any twelve month period without the agreed consent of the Partnership or the Chairman, the Board may resolve that the member has vacated the office.

### **Pecuniary Interests – Conduct of Board Business**

- Members of the Board will:
  - a) Support the aims and objectives of the LEP Partnership and promote the interests of the Partnership within their business community.
  - b) Work co-operatively with other Board Members, secretariat and officers in the best interests of the Partnership.
  - c) Actively support equal opportunities in the work of the Partnership and make provision for it within the Board Plan.
  - d) Acknowledge that as an individual member they have no legal authority outside meetings of the LEP Partnership Board and its groups or committees.
  - e) Act honestly, diligently and in good faith, noting that to do so may require taking professional advice.

- f) Resist any temptation or outside pressure to use the position of Board Member to benefit themselves or other individuals or agencies.
  - g) Not accept offers of money, gifts or hospitality as an inducement or reward for anything you do as a member of the LEP Partnership Board.
  - h) Avoid putting themselves in a position where there is a conflict (actual or potential) between their personal interests and those of the LEP Partnership Board.
  - i) Acknowledge that differences of opinion may arise in discussion but once a decision has been made by the LEP Partnership Board to support the decision.
  - j) Base their views on matters before the LEP Partnership Board on an honest assessment of the available facts, unbiased by partisan or representative views.
  - k) Understand that an individual member does not have the right to make statements or express opinions on behalf of the LEP Partnership Board unless specifically authorised to do so.
  - l) Respect the confidentiality of items of business which the Board decides should remain confidential.
  - m) Honour the obligations on all members not to reveal to third parties the views expressed at meetings.
  - n) Have regard to the broader responsibilities as a Member of the Board including the need to promote public accountability for the actions and performance of the LEP Partnership Board.
  - o) Take or seek opportunities to enhance their effectiveness as a member through participation in training and development programmes and by increasing their knowledge of the Marches economy and its Local Enterprise Partnership.
  - p) Give priority, as far as practicable, to attendance at Board meetings and its committees or groups.
- All business of the Partnership will be conducted in accordance with the Nolan Principles of Public Life:

1. **Selflessness:** Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.
2. **Integrity:** Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.
3. **Objectivity:** In carrying out public business, including making public appointments, awarding contracts or recommending individuals for rewards and benefits, holders of public office should make choices on merits.
4. **Accountability:** Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
5. **Openness:** Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
6. **Honesty:** Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
7. **Leadership:** Holders of public office should promote and support these principles by leadership and example.

#### **Declarations of Interest**

- Where a Board Member has a direct or indirect financial interest in any matter under consideration at a meeting of the Partnership, he/she shall disclose his/her interest and not take part in the consideration or discussion or vote on any question in respect of that matter.
- Indirect financial interest includes, for example, the financial interests, if known, of a personal partner, child, parent or sibling, or employment by, or ownership of a share or shares of stock in an organisation with whom the Partnership proposes to enter into contract

- An interest which is remote or insignificant so that it cannot reasonably be regarded as likely to influence the actions of the Member may be disregarded if the Partnership so resolves.
- A Member who has disclosed a conflict or disqualifying interest shall retire from the meeting while the relevant matter is being discussed unless the Partnership resolves otherwise. The Partnership may wish the affected Member to remain in the room as a resource that can be drawn upon to assist the Board in their deliberations. Where a member(s) has a conflict of interest and has to withdraw from a vote, the meeting will be deemed to be quorate.
- Any reference in any minute or other record relating to a transaction between the Partnership and any Member of the Partnership shall explicitly state that the party concerned is a Member of the Partnership.
- A general notice given in writing to the Executive Coordinating Officer by a Member that he/she or his/her partner has an interest in a particular organisation as is set out above shall be deemed to be of sufficient disclosure of the interest in any contract. The Member must declare any interest either prior to, at the start of the meeting or as soon as any potential interest in the agenda item becomes apparent during the course of the meeting.
- The Executive Coordinating Officer shall keep a register of Board Members interests which shall be open for public inspection. This shall be updated and maintained on an annual basis.

### **Public Confidence in the Partnership**

- Any Board Members who have or have had an interest in a company liquidation, receivership or administration of a company or who have been summonsed or convicted of a criminal charge or who have been involved in any activity which might undermine public confidence in the Partnership shall immediately inform the Chairman and Executive Coordinating Officer.

### **Bankruptcy**

- If a Board Member becomes bankrupt or makes arrangements with his/her creditors related to bankruptcy, he/she shall inform the Chairman and the Executive Coordinating Officer.

## Appendix 3 – The Marches LEP Management Team Terms of Reference

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### Purpose of the LEP Management Team

- The LEP Management Team is responsible for supporting the LEP Partnership Board in strategy development, coordinating the management of the Strategic Economic Plan Work Programme and the day to day administration of the Partnership including internal and external communications.

### Membership of the Management Team

	Name	Title	Organisation
<b>Management Team</b>	Graham Wynn, OBE	LEP Chairman	TTC Group
	Gill Hamer	LEP Director	Marches LEP
	James Walton	Finance (S151) Officer	Shropshire Council
	Annie Brookes	Monitoring Officer	Herefordshire Council

### Supported by:

	Name	Title	Organisation
<b>LEP Core Team</b>	Jacqui Casey	LEP Partnership Manager	Marches LEP
	Nigel Leadbeater	LEP Administrative Officer	Marches LEP
	Caroline Cattle	LEP Project Officer	Marches LEP
	Katharine Stockwell	LEP Project Officer	Marches LEP
<b>EU Technical Assistants</b>	Gary Spence	EU Technical Assistant	Marches LEP
	Hannah Smith	EU Technical Assistant	Marches LEP
<b>Independent Technical Evaluator</b>	Rob Thompson	Independent Technical Evaluator	Atkins Global Ltd
<b>PR &amp; Communications</b>	Amy Bould	PR & Communications Lead	Be Bold Media Ltd
<b>Council Directors/ Heads of Service</b>	Geoff Hughes	Director of Economies, Communities & Corporate	Herefordshire Council
	Andy Evans	Head of Business Growth & Prosperity	Shropshire Council
	Richard Partington	Chief Executive	Telford & Wrekin Council
	Nick Webster	Economic Development Manager	Herefordshire Council
	Mark Pembleton	Service Manager for Business & Enterprise	Shropshire Council
	Katherine Kynaston	Business & Development Planning Manager	Telford & Wrekin Council



- This comprises of the LEP Chairman, LEP Director, Finance (S151) Officer, Monitoring Officer, plus support of Core Team (x 4), Council Directors/Heads of Service (x 6), Public Relations and Communications Lead, Transport Infrastructure Independent Technical Evaluator (ITE), EU Technical Assistants (x 2).

### **Roles and Responsibilities:**

- Undertake day-to-day management of LEP business, set within parameters and constraints agreed by the LEP Partnership Board and oversee the operational management arrangements put in place by the Partnership Board.
- Develop proposals for strategies to put forward to the LEP Partnership Board for agreement, including responsibility to ensure the wider engagement of businesses and stakeholders in the development process.
- Develop proposals for the LEP operating structure and any required reviews to put forward to the LEP Partnership Board for agreement.
- Put in place arrangements to implement the overarching economic strategy (including SEP, Growth Deal, ESIF, Skills Plan and other required strategies produced by the LEP), any required Delivery, Monitoring and Evaluation Plans and Annual Reviews.
- Day-to-day oversight of the delivery programme management arrangements put in place by the LEP Partnership Board, working to agreed delegations to undertake programme management of the Growth Deal, ESIF and other relevant programmes and reporting quarterly to the LEP Partnership Board; including:
  - Ensuring projects are suitably managed within the accountability and assurance framework agreed by the LEP Partnership Board and Finance (S151) Officer
  - Agreeing targets against which programmes will be managed
  - Holding delivery agents to account
  - Monitoring the ability to deliver the objectives
  - Maintaining and managing a risk register and associated mitigation plan
  - Identifying and auctioning solutions to problems related to delivery of the programme
  - Recommending cost re-profiling of projects to the LEP Partnership Board where project costs are increasing beyond budget, or where overspends and underspends are likely.
- Determining strategic communications for all LEP programmes.
- Identifying opportunities and making arrangements to work in partnership with neighbouring LEPs where priorities are shared and could be best implemented jointly.

## **Delegations**

- To deliver the Business Plan and Action Plan and to report back to the LEP Partnership Board on exceptions and key performance indicators agreed by the LEP Partnership Board.
- To control all matters regarding the day-to-day administration of the LEP service, including taking and implementing decisions concerned with maintaining operational effectiveness or matters which fall within a policy decision taken by the Partnership Board.
- To authorise expenditure on office operating costs up to the value of £3,000 (examples might include business events, additional PR or IT requirements, staff travel).
- To make formal responses on behalf of the partnership to Govt, EU or other relevant partners on policy documents without reference first to the Board where the timescales do not allow, after consultation with the Chair (not sure on this one)

## **Programme Management**

- To authorise expenditure on work to progress pipeline development projects (ie projects prioritised by the Board) up to the value of £20,000 without reference first to the Board where the timescales do not allow, in consultation with the Chair and S151 Officer.
- To authorise a course of action for an individual project, in consultation with the Management Team, where a project is underperforming in relation to key milestones and/or expenditure by up to 10% variance.
- To recommend a course of action to the LEP Partnership Board for their decision, in consultation with the Management Team, where a project is underperforming in relation to key milestones and/or expenditure by over 10%.

## **S151 Officer has authority:**

- To programme manage movement of funds to meet quarterly spend targets in the light of project performance data provided by the Management team and in response to recommendations of the LEP Director and LEP Partnership Board.

## **Management Team Meetings**

- In the event of absence a named deputy may attend.
- Members and their nominated deputies will comply with the LEP Code of Conduct included in the Partnerships Terms of Reference (Nolan Principles of Public Life).
- Meetings will take place every month.

- A draft agenda will be circulated three days in advance and papers within two working days of the meeting.
- Papers are circulated electronically by email and actions shared with the LEP Partnership Board.

### **Named Deputies**

<b>Name</b>	<b>Deputy</b>
Graham Wynn, OBE	Vice Chair to be agreed
Gill Hamer	Jacqui Casey
James Walton	Cheryl Williams
Annie Brookes	To be confirmed

### **Reporting**

- The Management Team will report to the Board and will receive regular reports from the task-specific Project Groups e.g. Funding Forum, Housing and Planning Group, outlining progress and raising key issues.

*These Terms of Reference will be reviewed by the LEP Partnership Board on an annual basis. (Add date of last review here).*

## Appendix 4 – The Marches LEP Audit, Risk and Monitoring Committee

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### **Roles and Responsibilities:**

- Responsible for overseeing the work programme management arrangements put in place by the LEP Partnership Board.
- Work to specific delegations to undertake programme management of the Strategic Economic Plan and European Structural and Investment Funds Strategy (ESIF), including regular review of progress on projects. (Will not make initial decisions on funding allocations. May recommend courses of action, referring issues and any significant proposals for changes to the programme to the LEP Partnership Board and Finance (S151) Officer).
- Operate as a sub-group to produce Board briefings on: LEP operational expenditure; LEP compliance, e.g. data protection and manage and oversee risk registers for the team and work programme.
- Maintain strategic oversight of all LEP led expenditures to ensure that, taken together, it represents value for money and is complementary to other elements of the LEP Work Programme and other national business support programmes.

### Democratic/Financial Accountability:

- This will be a Sub Group of the Board.
- Needs to monitor Growth Deal spend against budget profiles for each project.
- Spend of Management Team budgets and salaries – ensuring that internal and external audits are undertaken.
- Receive reports on internal and external reports?
- Report to Board on findings of/and escalate?
- Ensure LEP is compliant with data protection.

WORKING DRAFT

## Appendix 6 – The Marches Skills Board Terms of Reference

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**Purpose:** The Skills Board has been established to oversee the development and implementation of a Skills Plan for the Marches region including the Hereford Enterprise Zone.

The Skills Board will:

1. Ensure that the Skills Plan aligns closely with, and adds value to the Marches LEP strategic vision;
2. Ensure that there is a close fit between the Skills Plan and existing and planned skills provision across the Marches region;
3. Facilitate contributions to the Skills Plan from relevant partnerships, especially employers and employer representatives;
4. Receive progress reports from Board members regarding the implementation of the Skills Plan;
5. Provide updates on progress to the Marches LEP Partnership Board

**Skills Board Membership will comprise representation from the following organisations:**

- Telford and Wrekin Employers
- Shropshire Employers
- Herefordshire Employers
- Further Education
- Higher Education
- Schools
- Training Providers
- Voluntary Sector Organisations
- Job Centre Plus
- Hereford Enterprise Zone
- National Apprenticeship Association
- Skills Funding Agency
- Herefordshire Council
- Telford and Wrekin Council
- Shropshire Council

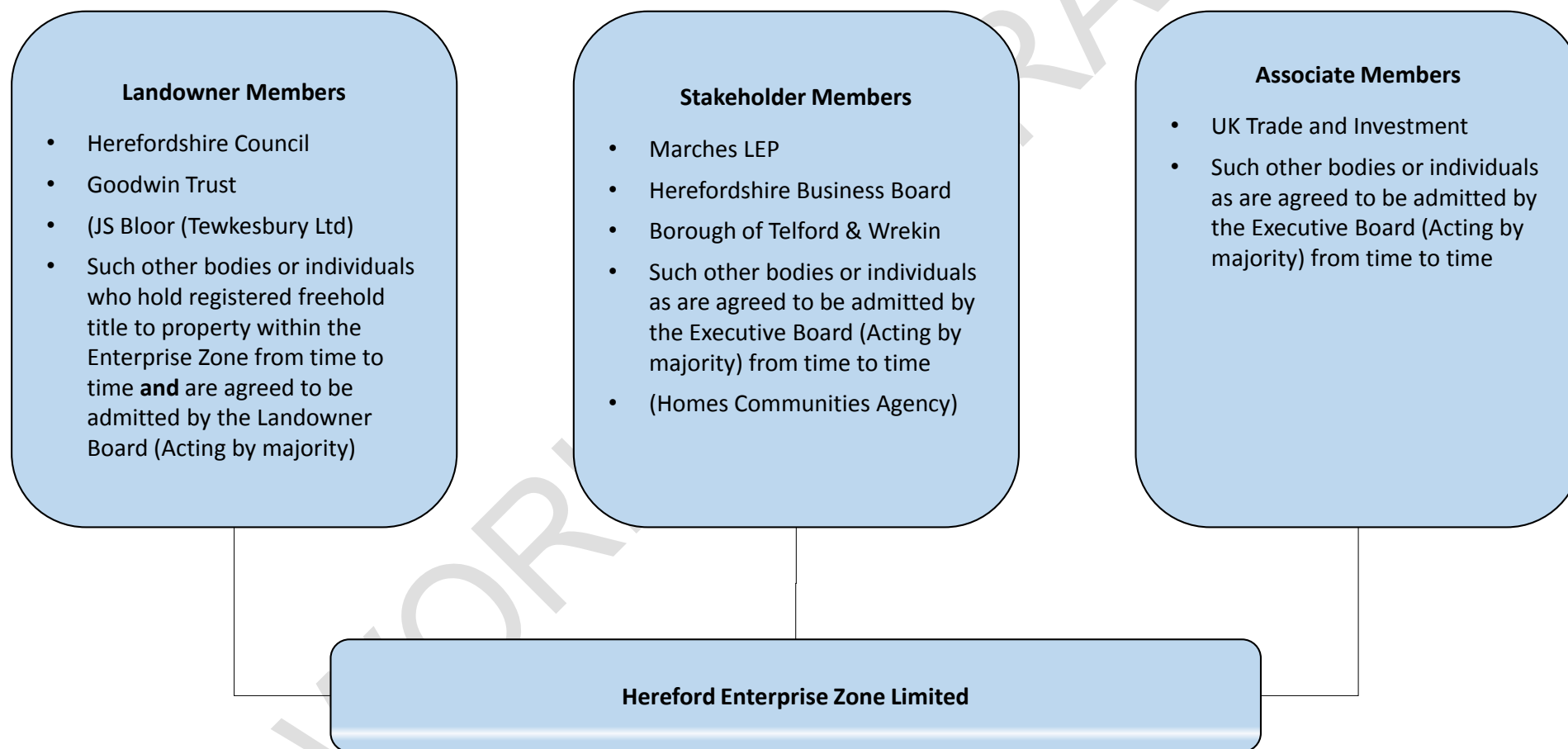
Additional attendees for particular meetings will be selected for their knowledge and expertise and will be decided on an ad hoc basis via agreement with the Chair and subject to availability.

**Frequency of meetings:**

The Committee will meet three times each year.

WORKING DRAFT

### Members of the Hereford Enterprise Zone Limited

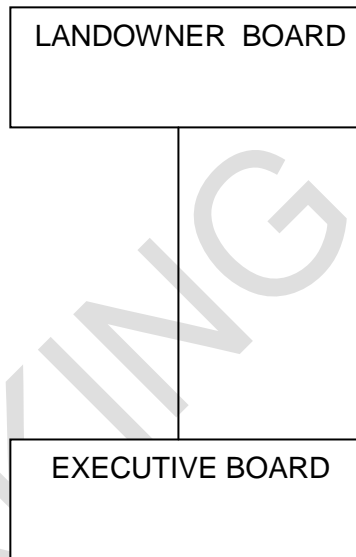




## Management of the Hereford Enterprise Zone Limited

### INITIAL MEMBERS

- a) Herefordshire Council x 3 (including Managing Director)
- b) Goodwin Trust x 1
- c) [*Bloors* x 1]
- d) Herefordshire Council x 3(to include Managing Director of Landowner Board)
- e) Marches LEP x 1
- f) Herefordshire Business Board x 1(including Chairman on incorporation)
- g) Shropshire Council x 1
- h) Borough of Telford and Wrekin x 1
- i) Goodwin Trust x 1
- j) Any Associate Member “observers”



Note: the Chairman of the Executive Board shall be appointed by the members of the Executive Board.

### PRINCIPLE

1. To resolve by ordinary majority any “ordinary matter” that cannot be agreed by simple majority of the members of Executive Board
  2. To approve any “exceptional matter”. Exceptional matters being for example, Indicative Master Plan, amendments to the Collaboration Agreement and matters “attaching” to the land values
- k) Review and consult (without authority to determine) Indicative Master Plan and Disposal Strategy
  - l) Compile, amend, consult on and approve the annual business plan
  - m) Marketing
  - n) Consultation
  - o) Occupier services (eg relocation)
  - p) Occupier Enquiries (all of the above being “ordinary matters”)

## **Appendix 8 – The Marches Planning and Housing Partnership (MPHP)**

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### **Purpose:**

The Partnership is the principal vehicle for high level coordination and cooperation in Planning and Housing strategy and delivery at a sub-regional level. Reporting to and acting on behalf of the Marches Local Enterprise Partnership, it's purposes are to facilitate regular discussion between elected decision makers, senior housing and planning professionals, sector experts and engaged regional advisors regarding:

- a) The relationships between national funding and local policy and delivery to support the agenda for growth and prosperity
- b) Maximise the role of housing in contributing to economic growth
- c) A strategic overview of Planning and Housing performance in the Marches Area against the terms of the High Level Planning and Housing Statement and the LEP Business plan
- d) Providing leadership on sub-regional strategic Planning and Housing policy decisions for and on behalf of the Marches Local Enterprise partnership
- e) Sharing best practice and exploring the potential for joint approaches within and across sectors

### **Operation:**

The Planning and Housing Partnership Executive will steer the Partnership and assign work to officer Task and Finish Groups that will report back to the Executive, which in turn will regularly be steered by and update the LEP Board. The Partnership will also organise regular Standing Conferences to widen debate, incubate ideas and share innovation.

Executive Meeting frequency: quarterly.

Venue: a suitable mid-point between Shrewsbury, Telford and Hereford.

The chair of the Executive will be a candidate from one of the three sub areas and other than by agreement rotate on an annual basis (financial year), in alphabetical order (Herefordshire, Shropshire, Telford & Wrekin). The Council area designated to next take the chair will provide the deputy chair.

### **Role of the Partnership:**

The wider Partnership exists, in particular through its Standing Conferences, to bring key players together in ways that facilitate an exchange of ideas and fosters collaborative and partnership working for mutual benefit. To fulfil the Duty to Cooperate.

**Key players in the Partnership include:**

- Members (providing links to Councils' Cabinets, Public sector Professionals responsible for developing and deploying policies, in their respective fields (Planning, Homelessness & Housing Options teams, Supporting People teams, Housing Development /Enabling teams))
- Registered Providers (housing associations, community housing trusts)
- Private Sector (Developers, Planning Consultants, landlords, land agents etc)
- Health and Care sector (PCT, Health and Wellbeing Board representatives, Joint Commissioning teams, Adult social care)
- Economic development sector (includes those involved in business development, regeneration, for instance, the Hereford & Shrewsbury Growth Points etc)
- Government bodies (including the Homes and Communities Agency)
- Third Sector, including organisations and individuals seeking to support and nurture community led planning and housing initiatives

**Facilitating partnership working through:**

- Shared website resource at [www.marchesphp.co.uk](http://www.marchesphp.co.uk)
- Quarterly meetings of the Executive
- Biannual Standing Conference for dissemination of best practice, operational debate and feedback with a range of partners
- Herefordshire Housing Partnership (for RSL Chief Executives), and the RSL Development Sub-group and RSL partners Management Sub-group
- Shropshire Social Housing Forum (for RSL Chief Executives), and the RSL Development Sub-group and RSL partners Management Sub-group
- Telford & Wrekin housing groups
- Tri-unitary planning officers working group (to be established)
- Task and finish Technical Officer Groups as required.
- The Voluntary and Community Sector
- Development of an annual activity plan and annual review of progress.

**Mutual benefits include:**

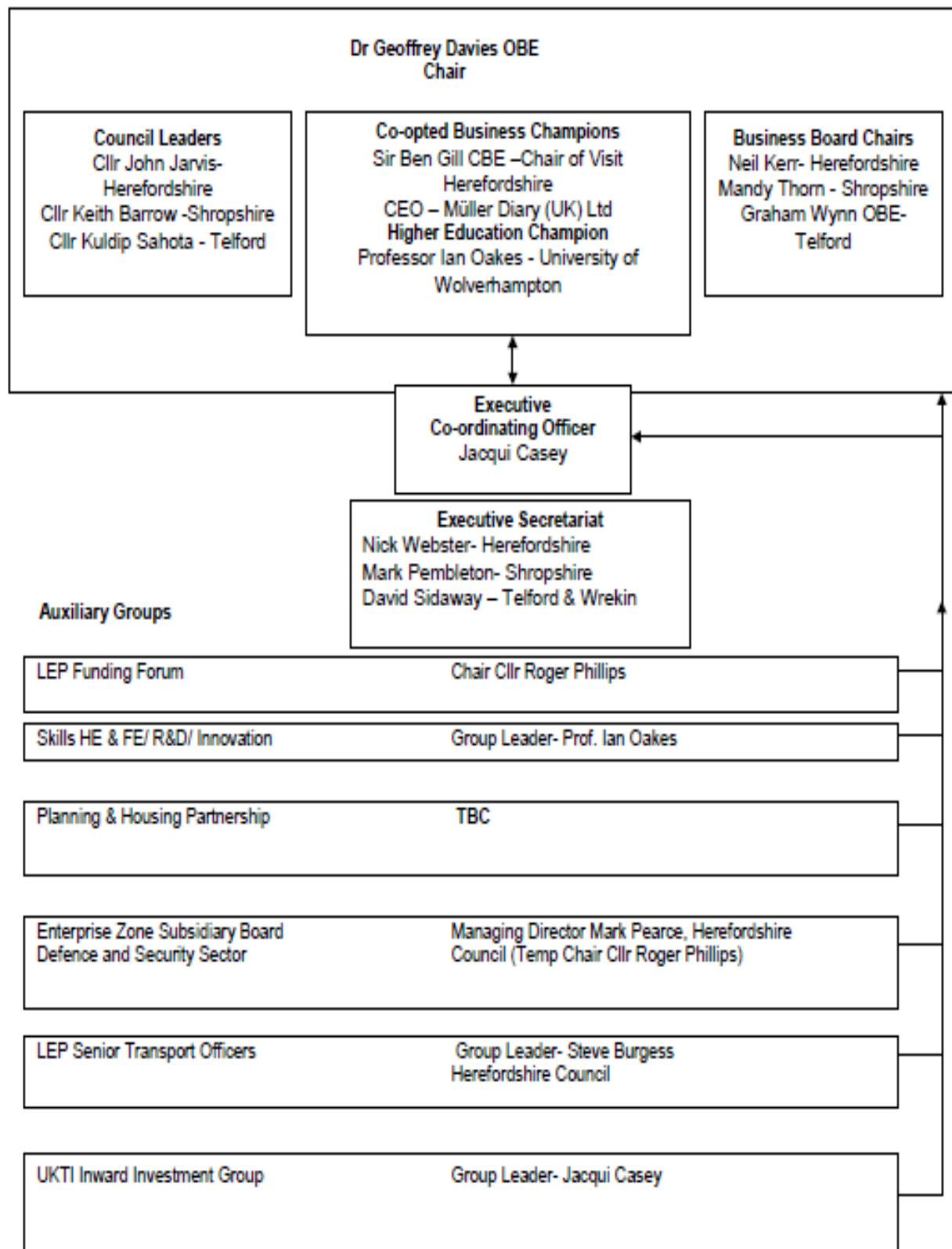
- Higher profile for the Marches in funding bids
- Pooling of resources to lower costs
- Coordination, cooperation and collaboration between partners
- Enables contributions by all partners to the evidence base

- Sharing of the evidence base and common understanding of the sub-regional housing market
- Development of shared objectives and strategic policy directions
- Opportunities to identify and share good practice and make better choices.

WORKING DRAFT

Role	Named Individuals To be updated		
	Herefordshire	Shropshire	Telford & Wrekin
Members	TBC	TBC	TBC
Senior Officers	TBC	TBC	TBC
Housing Associations	TBC	TBC	TBC
Other LEP-wide parties including	Country Land and Business Association, National Farmers Union, Regional RICS, House builders, Architects and other development sector experts, Other Registered Providers or private Landlords.		
Homes & Communities Agency	Nicola Marshall (as lead for the Midlands Area), <a href="mailto:Nicola.marshall@hca.gsi.gov.uk">Nicola.marshall@hca.gsi.gov.uk</a>		
Marches LEP Support officer to the Planning & Housing partnership	Jake Berriman, <a href="mailto:jake.berriman@shropshire.gov.uk">jake.berriman@shropshire.gov.uk</a>		
Partnership facilitator	John Sheil , (Senior Policy Officer, Shropshire Council), <a href="mailto:john.sheil@shropshire.gov.uk">john.sheil@shropshire.gov.uk</a>		
Minutes	To be provided by the Appointed Chairman		
Other officers as required	Jane Thomas Housing Manager (Development), <a href="mailto:jthomas@herefordshire.gov.uk">jthomas@herefordshire.gov.uk</a>	Helen Howie (Principal Policy Officer) <a href="mailto:helen.howie@shropshire.gov.uk">helen.howie@shropshire.gov.uk</a>	Chris Winter (Strategy and Commissioning Officer) <a href="mailto:chris.winter@telford.gov.uk">chris.winter@telford.gov.uk</a>

**Marches Local Enterprise Partnership –  
Marches LEP Board**



## Appendix 9 – The Marches LEP Funding Forum Terms of Reference

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### **Purpose:**

To identify external funding opportunities to enable the priorities of the Marches LEP Business Plan to be implemented and to achieve a coordinated approach to external funding in its delivery.

### **Roles and Responsibilities:**

- Advise the Board on external funding opportunities that will enable the delivery of the Marches LEP priorities and the Growth Plan.
- Prepare an External Funding Plan aimed at generating resources to deliver the Marches LEP Growth Plan.
- Work closely with the Marches LEP colleagues to develop resources and support for the Marches LEP projects and programme seeking external funding.
- Work with partners across the Marches LEP to support and develop funding applications.
- Support the Marches LEP Partnership Board in lobbying for and influencing on potential funding opportunities
- Represent the interests of the Marches LEP on the West Midlands Local Management Committee (Cllr Roger Philips) and the West Midlands Local Management Sub-Group (Paula Rogers)
- Work together to maximise opportunities from the new European Common Strategic Framework (2014 – 2020)
- Support the work of the Marches LEP Executive Group
- Update the Marches LEP Partnership Board on a quarterly basis regarding progress on the Funding Forum programme of work

## Membership of the Funding Forum

Organisation/Role	Attendee	Deputies
Chair	Councillor Roger Phillips	Councillor Mike Owen/ Councillor Charles Smith
Herefordshire Council	Nick Webster	Vinia Abesamis
Shropshire Council	Paula Rogers and Councillor Tina Woodward	Fiona Fortune
Telford & Wrekin Council	Katherine Kynaston and Councillor Bill McClements	Kathy Mulholland

## Funding Forum Meetings

- In the event of absence a named deputy may attend
- Meetings will take place once a quarter, 2 weeks prior to the Marches LEP Partnership Board meeting, or as and when required.
- A draft agenda and papers will be circulated electronically three working days in advance of the meeting
- Secretariat to be agreed

## Reporting

- The Funding Forum will report to the Marches LEP Partnership Board. The papers will be approved by the LEP Executive Group.



## Appendix 10 – European Structural Investment Funds (ESIF) Local Management Committee

Terms of reference to be inserted once these have been finalised by Government.

### ESIF Committee Membership

Position	No. of Places	Name of Applicant Selected	Organisation	Sector
Business Partner (3 in total)	1	Angela Fitch	FSB	Private
	1	Steve Hogan	Denios UK	Private
	1	Shaun Carvell	Clicking mad up	Private
Higher Education	1	Liz Fury	Harper Adams	Public
Local Authority	1	Cllr Bill McClements	Telford & Wrekin Council	Public
	1	Cllr Tina Woodward	Shropshire Council	Public
	1	Cllr Roger Phillips	Herefordshire Council	Public
LEP Board	1	Mandy Thorn	LEP Board	Public
Rural	1	Caroline Bedell	CLA	Private
Education & Skills	1	Clair Schafer	SBC	Private
Environment	1	Cllr Cecilia Motley	Local Nature Partnership	Public
VCSE Equalities	1	Sonia Roberts	Landau Ltd	Voluntary
VCSE Social Enterprise	1	Jean Jarvis	The Furniture Scheme	Voluntary
Trade Union	1	David Stevens	Unison	Public
<b>Total seats</b>	<b>14</b>			

Government Department	No. of Places	Name of Applicant Selected	Organisation	Sector
DEFRA	1	Roger Allonby/Jo Jury	EAFRD – Managing Authority	Public
BIS	1	Kevin Postones/Antony	BIS Local West Midlands	Public
SFA	1	Sarah Morris	SFA	Public
CLG	1	Stuart Brandrick (Deputy Chair)	CLG – Managing Authority	Public
<b>Total seats</b>	<b>4</b>			

<b>Overall Total</b>	<b>18</b>
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## Appendix 11 – The Marches Local Transport Body

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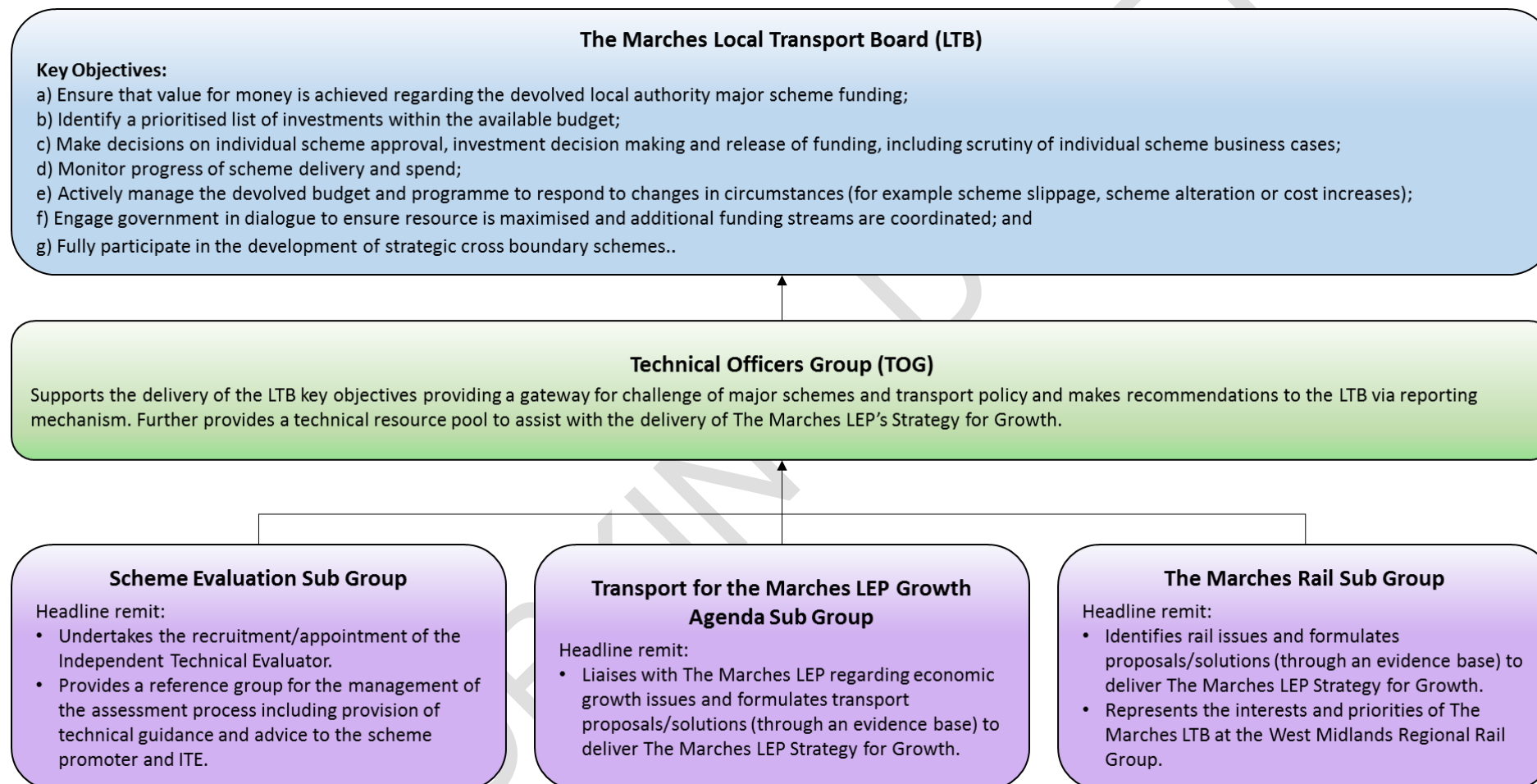
The main purpose of the Local Transport Body (LTB) will be to:

- Ensure that major transport investment is closely aligned with the wider policy objectives of both the Local Authorities and The Marches LEP to drive economic growth and reduce carbon emissions;
- Identify a prioritised list of major schemes that will have a strategic impact on the transport network in The Marches area;
- Coordinate and scrutinise business case work submitted by the scheme promoters, with particular regard to deliverability and value for money;
- Make decisions on individual scheme approvals and release of funding;
- Monitor the progress of scheme delivery and spend;
- Actively manage the devolved budget and programme to respond to changed circumstances, including slippage/cost increases; and
- Respond to wider cross boundary transport issues.

In order to deliver these objectives there are a number of specific roles that the LTB will need to perform:

- Develop a prioritised Major Scheme Programme that invests the devolved funding in the most effective way;
- Issue guidance to scheme promoters on the process for submitting Transport Business Cases;
- Develop a robust and transparent technical process for the prioritisation of major schemes, based on transferred devolved budgets;
- Update, as necessary, technical guidance and advice to scheme promoters;
- Agree scope and timescales for business case work with scheme promoters;
- Oversee the monitoring and review of scheme performance by the individual promoters against key Business Case objectives;
- Undertake periodic reviews of the programme, based on the progress of the business case work and associated statutory processes, and re-prioritisation as necessary;
- Manage the overall major scheme programme in order to ensure that schemes are delivered to the agreed budgets and timescales.

## The Marches Local Transport Body



## The Marches Local Transport Body Draft Terms of Reference

Strategic Objectives	Remit
<p>a) Deliver the transport priorities needed to support the adopted economic growth and transport strategies of the Marches Sub-Region;</p> <p>b) Work with the LEP to secure access to other transport funding opportunities;</p> <p>c) Identify a four year prioritised major transport scheme programme for The Marches area covering the period April 2015-March 2019 within the available budget;</p> <p>d) Approve all key major transport scheme funding decisions , including scrutiny of individual scheme business cases submitted by individual scheme promoters;</p> <p>e) Monitor and review scheme progress in terms of delivery and spend;</p> <p>f) Receive and review reports on the post opening monitoring and evaluation of projects and revise guidance for scheme promoters accordingly;</p> <p>g) Ensure that value for money is achieved regarding the devolved local authority major scheme funding.</p>	<ol style="list-style-type: none"> <li>1. To develop and promote the transport priorities of The Marches Sub-Region.</li> <li>2. To provide transport input to and support the delivery of The Marches LEP Strategy for Growth as well as the transport and land use strategies of individual member authorities as set out in adopted Local Transport Plans and Local Development Frameworks;</li> <li>3. To manage the devolved major transport scheme budget, in line with the guidance issued by the Department for Transport;</li> <li>4. To liaise with other neighbouring LTBs, LEPs, Network Rail and the Highways Agency regarding the development of strategic cross boundary schemes;</li> <li>5. To determine which major transport schemes should have resources allocated to them from any funding the Board controls or will control in the future;</li> <li>6. To provide technical guidance to assist scheme promoters;</li> <li>7. To approve a prioritised list of investments within the available budget;</li> <li>8. To determine and manage individual scheme approvals, investment decision making and release of funding, including the scrutiny of individual scheme business cases;</li> <li>9. To monitor and review progress of scheme delivery and spend;</li> <li>10. To manage the devolved budget and implications to the programme of changed circumstances, including scheme slippage, alteration, cost variances, etc;</li> <li>11. To appoint, as necessary, specialist consultants, to assist the Board in scheme appraisal and additional work where needed;</li> <li>12. To consider any matter within these Terms of Reference referred to it by any Full Member or any Government Department or agency;</li> <li>13. To review, and where appropriate, respond to consultation on land use and transport policy and strategy within The Marches Sub-Region; including Local Transport Plans and Local Development Frameworks;</li> <li>14. To seek and consider the views of relevant stakeholders where deemed appropriate by Board members;</li> <li>15. To promote best practice in all matters within these Terms of Reference.</li> </ol>

## **Appendix 12 – The Marches LEP Enquiries, Comments, Compliments and Complaints Policy – TBC**

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### **Enquiries, Comments and Compliments**

The Marches LEP welcomes all general enquiries. We would also like to hear from you if you have a suggestion on how we can improve, or if you have been particularly happy with any part of the service you received from the Marches LEP.

You can make an enquiry to the Marches LEP using the following contact details:

**Tel:** 01743 252525

**Email:** [gill.hamer@marcheslep.org.uk](mailto:gill.hamer@marcheslep.org.uk)

**By post:** Marches LEP, c/o Shirehall, Abbey Foregate, Shrewsbury, SY2 6ND

Please note that the Marches LEP receives a large number of emails, letters and phone calls each day. We will try to reply to you as quickly as possible, however, please note that general enquiries, including emails, are dealt with in the order in which they are received.

We will respond to your written enquiry within 5 working days of receipt.

Comments received by the Marches LEP will be logged and reviewed regularly in order to help inform ways in which we can improve. If you have a compliment in relation to the service you have received from the Marches LEP, please include the name of any relevant members of the team in your correspondence so that we can ensure that your feedback reaches them.

### **Business, Skills and Support Enquiries**

If you are seeking business or skills support to help start or grow your business please contact The Marches Growth Hub on ... Details TBC.

### **Media Enquiries**

Any media enquiries for the Marches LEP should be directed to Amy Bould,

Email: [amy@beboldpr.com](mailto:amy@beboldpr.com), Tel: 01952 898121.

### **Complaints**

We are committed to providing the best possible service to customers for the benefit of the entire Marches region. However, if we get it wrong, we would like to know about it and we will try our best to put things right as quickly as possible.

We endeavour to deal with complaints promptly and fairly and we will try to resolve any mistake or misunderstanding as soon as possible.

If you are not happy with the level of service that you have received from the Marches LEP and wish to complain, we have developed the complaints procedure outlined below.

### **What should I do if I want to make a complaint to the Marches LEP?**

#### **Stage one:**

Write to Gill Hamer, Marches LEP Director, by email: [gill.hamer@marcheslep.org.uk](mailto:gill.hamer@marcheslep.org.uk), or letter: Marches LEP, c/o Shirehall, Abbey Foregate, Shrewsbury, Shropshire, SY2 6ND, explaining the reasons why you are unhappy with the service provided by the Marches LEP.

We can usually resolve mistakes and misunderstandings quickly and informally at this stage. We will acknowledge receipt of your complaint within 5 working days. We will then investigate your complaint and aim to respond within 10 working days. If we are unable to respond within this timeframe, we will contact you to inform you of a date by which you can expect a response, explaining the reason for any delay.

#### **Stage two:**

If you are not satisfied with the response provided at stage one, you can escalate your complaint in writing, (by email or letter) to: (TBC, add email address for Chair of the Audit, Risk and Monitoring Committee, once appointed) or (TBC, add postal address of Chair here).

You should include details of which parts of the response at stage one you are not happy with. The Chair of the Audit, Risk and Monitoring Committee will investigate your complaint and aim to respond to you within 15 working days. If the investigation takes longer than this, we will contact you to inform you of a date by which you can expect a response, explaining the reason for any delay.

### **What we learn from complaints**

We keep records of all the complaints that we receive and monitor them regularly with our Audit, Risk and Monitoring Committee. This helps us to identify areas of service delivery where we need to make changes and improvements and to ensure that we are dealing with complaints effectively and consistently.

### **Freedom of Information**

Through Shropshire Council as accountable body the LEP will ensure that Freedom of Information and Environmental Information Regulation requests are dealt with in line with relevant legislation.

This Policy will be subject to quarterly review by the Audit, Risk and Monitoring Committee.

WORKING DRAFT

## **Appendix 13 – The Marches LEP Equality and Diversity Policy - Checking with Legal/Equalities Officers**

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The Marches LEP believes and recognises that the diversity of the Marches' communities is a huge asset that should be valued and seen as one of the Marches' great strengths.

The people who live, work, study in or visit the Marches have diverse backgrounds and circumstances. They are of all ages, races and ethnic backgrounds, disabled and non-disabled, are from faith and non-faith backgrounds, lesbian, gay, bi-sexual and transgender communities. People live in a range of different types of household and have access to widely differing levels of income. As a geographical area there are extremes of wealth and deprivation.

Our diverse community is a great asset to the Marches. However, some communities experience disadvantage and discrimination that has a negative effect on their quality of life. Although this can affect all communities, most often it affects women, black and minority ethnic communities, Romany and traveller communities, disabled people, young and old people, lesbians, gay men, bisexual and transgender people.

- The Marches LEP is committed to providing equality of opportunity and tackling discrimination, harassment and intimidation, and disadvantage. We are also committed to achieving the highest standards in service delivery, decision-making and employment practice. This policy reinforces the responsibility of our partners under the Equality Act 2010 to ensure equality of opportunity for all sections of the community and our workforce, and in particular our general and specific duties which the LEP will seek to uphold:

### **General Duty**

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.



### Specific Duty

- To publish information to demonstrate how they are complying with the Public Sector Equality Duty, and
- To prepare and publish equality objectives.

To protect diversity, the Marches LEP will not tolerate less favourable treatment of anyone on the grounds of their:

- Gender
- Age
- Race
- Colour
- Nationality
- Ethnic or national origin
- Disability
- Marital or civil partnership status
- Sexual orientation
- Gender reassignment
- Responsibility for dependents
- Trade union or political activities
- Religious or other beliefs
- Or any other reason which cannot be shown to be justified.

## Appendix 14 – Glossary of Terms

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BIS	Department for Business, Innovation and Skills
CLG	Department for Communities and Local Government
DEFRA	Department for Environment, Food and Rural Affairs
DfT	Department for Transport
DWP	Department for Work and Pensions
EAFRD	European Agricultural Fund for Rural Development
ESIF	European Structural and Investment Funds
EU	European Union
F/T	Full-time
HCA	Homes and Communities Agency
ITE	Independent Technical Evaluator
KCMs	Key Capability Measures
LEP	Local Enterprise Partnership
LGF	Local Growth Fund
LTB	Local Transport Body
MJEC	Marches Joint Executive Committee
P/T	Part-time
S151	Section 151 (Local Authority Finance Officer)
SEP	Strategic Economic Plan
SFA	Skills Funding Agency
VCSE	Voluntary, Community and Social Enterprise