



Marches Local Enterprise Partnership Limited

Accountability and Assurance Framework

January 2021

Version No.	Date Issued	Summary of Changes
Version 1.0	31 March 2019	Updated in accordance with the National Local Growth Assurance Framework of January 2019 and loaded as a draft on the LEP website.
Version 2.0	24 May 2019	Version signed off by the LEP Board on 21 May 2019
Version 3.0	2 October 2019	Updated TOR Marches Growth Hub Steering Group
Version 4.0	3 April 2020	Updated TOR for Marches LEP Board, Added new Chair and LEP Chief Executive title. Updates on Cross-LEP Working
Version 5.0	XX January 2021	General update throughout the document and Appendices, including comments from the Assurance Team. Signed off by the LEP Board on 26 January 2021.

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1.0 Introduction

This Local Assurance Framework document sets out the key practices and standards of the Marches Local Enterprise Partnership Limited (the Marches LEP) to ensure its decision-making process is aligned with the requirements of good governance, accountability, transparency and value for money as set out in the National Local Growth Assurance Framework for Local Enterprise Partnerships issued by the Ministry of Housing, Communities and Local Government (MHCLG) in January 2019.

This is an iterative document and is reviewed annually and in line with Government updates by the Marches LEP and the relevant Section 151 Officer.

Following the review, the Section 151 Officer writes to the Permanent Secretary at MHCLG by the 28th February of each year, certifying that the Framework has been agreed and complies with the required standards set out in the national assurance framework guidance issued by MHCLG to all LEPs.

2.0 Marches LEP Governance and Decision Making

The Marches LEP, one of the largest Local Enterprise Partnerships (LEPs) in the country, operates across an economic geography of 2,300 square miles, which includes Herefordshire, Shropshire and Telford & Wrekin.

Since March 2019, it has operated as a Company Limited by Guarantee (Company No. 11822614). The Marches LEP Board (the Board) is the Marches LEP's ultimate decision-making authority and comprises public, voluntary sector and private sector partners. Its structure has been developed to: minimise bureaucracy, cost and duplication; ensure decisions are made on a transparent basis, by the appropriate individuals and on merit; achieve speedy delivery; and share expertise and resources.

The Marches LEP has worked with other government departments¹, to develop a strong governance structure that gives the required assurance that the Marches LEP provides value for money and operates transparently and with accountability in managing 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 Local Growth Funds.

2.1 Accountability for Public Funding

All of England's 38 LEPs are required to have an accountable body. The Accountable Body for the Marches LEP is Shropshire Council and it is the Section 151 Officer at Shropshire Council who has responsibility for ensuring that a Local Assurance Framework is in place and that the Marches LEP makes its decisions in accordance with this Framework.

2.2 Marches LEP Organisational Structure

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

2.2.1 Marches LEP Board

The Board is Private Sector led and has fifteen members. It is responsible for making all decisions and ensuring they meet Government public finance and accountability requirements, and for setting the strategic direction for the Marches LEP. In providing the strategic lead for the Marches LEP, the Board is responsible for setting the overall strategy for growth, including monitoring the expenditure and output performance of the SEP Growth Programme and making recommendations on: the development of the SEP's priorities; the oversight, endorsement and prioritisation of strategic projects; and the allocation of budget.

¹ The Cities and Local Growth Unit in MHCLG, the Department for Environment Food and Rural Affairs (DEFRA) and MHCLG as the Managing Authorities for the European Structural and Investment Funds (ESIF), the Department for Work and Pensions (DWP) and the Department for Business, Energy and Industrial Strategy (BEIS).

The Chair of the Board is primarily responsible to ensure that the Board is effective in its tasks of setting and implementing the strategic direction of the Marches LEP and meeting Government requirements with regards to accountability and public finance. Other main responsibilities include: providing leadership to the Board; taking responsibility for the Board's composition and development; ensuring proper and timely information for the Board; planning and conducting Board meetings effectively; getting all directors involved in the Board's work; ensuring the board focuses on its key tasks; engaging the Board in assessing and improving its performance; overseeing the induction and development of directors; and supporting the Marches LEP Chief Executive.

2.2.2 Democratic Accountability

In the Marches LEP's Articles of Association (Article 7.2), which were developed as part of the Marches LEP becoming a Company Limited by Guarantee, the Board has agreed to consult the three Local Authorities within the Marches region (Herefordshire Council, Shropshire Council and Telford and Wrekin Council) on the following list of strategic issues:

- Reports/proposals that set, monitor and review objectives and priorities for strategic economic investment across the Marches area, i.e. all plans and strategies that the Marches LEP adopts to govern its overall priorities and direction (e.g. SEP, Local Industrial Strategy, Growth Deal proposals, Skills Plan and UK Shared Prosperity Fund).
- Reports/proposals that make recommendations regarding selection and prioritisation of bids for external funding, e.g. Local Growth Fund (LGF) programmes.
- Reports/proposals that make recommendations to establish allocation of the Marches LEP revenue and capital spend that is under its control and relating to the delivery of the Economic Plans, e.g. to consider specific spending allocations including for major transport scheme.
- Reports/proposals that are likely to impact on areas of policy that are the responsibility of the Local Authorities, e.g. land use, transportation, education and wider community/economic regeneration.
- Any other matters that the majority of the Local Authorities believe to be of a strategic significance.

The three Local Authorities, where practicable and in line with any deadlines set by Government, shall be consulted by the Marches LEP in advance of any recommendations being taken to the Board on the above strategic issues and their views and comments shall be included in the Board reports.

The actions and decisions taken by the Board are subject to the scrutiny of the Scrutiny Committees of Herefordshire Council, Shropshire Council and Telford and Wrekin Council (see section 2.5 for detail).

2.2.3 Marches LEP Sub-Groups

The Board has a number of Sub-Groups, chaired by a Board Member, a Local Authority Elected Senior Councillor, the LEP Chief Executive or a Senior Local Authority Officer, and supported by the LEP Secretariat or a nominated Local Authority Officer. These Sub-Groups comprise businesses and other stakeholders and include:

- Performance, Risk and Monitoring Committee;
- LEP Operations Group;
- Marches Transport Officers Group;
- Marches Growth Hub Steering Group;
- Marches Skills Advisory Panel;
- Hereford Enterprise Zone Board;
- Telford Land Deal Board; and
- Marches Energy Strategy Steering Group.

The Sub-Groups have specific and separate responsibilities which are detailed in their TORs (see Appendices 3 - 11) relating to areas such as:

- Provision of advice and expertise to the Board on policy and priorities in areas such as skills, transportation and sector needs;
- Development and commissioning of the work programme against the Board's identified priorities and required outcomes via the Marches LEP Commissioning Groups;
- Delivery of projects and programmes through procured private, public and Voluntary, Community and Social Enterprise (VCSE) deliverers, e.g. the Local Transport Authorities and Hereford Enterprise Zone Board.

The Growth Hub Steering Group's Chair also performs a role in representing and engaging with the small and medium sized enterprise (SME) business community and is the nominated "Small Business Champion" on the Board.

2.2.4 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 of these Board sits on the Marches LEP Board. The Area Business Boards have cross-sector strategic business representation including: the relevant Chamber of Commerce; the Federation of Small Businesses; other business sector networks; the voluntary, community and social enterprise sector; and the National Farmers' Union.

The Area Business Boards are not LEP Sub-Groups, they have their own independent function and remit to provide a strategic role in supporting growth across their areas. The inclusion of the three Area Board Chairs is aimed at providing strong, two-way communications on business needs with the SME business community, informing strategy development and adding to other direct communication undertaken by the Marches LEP with the wider business base.

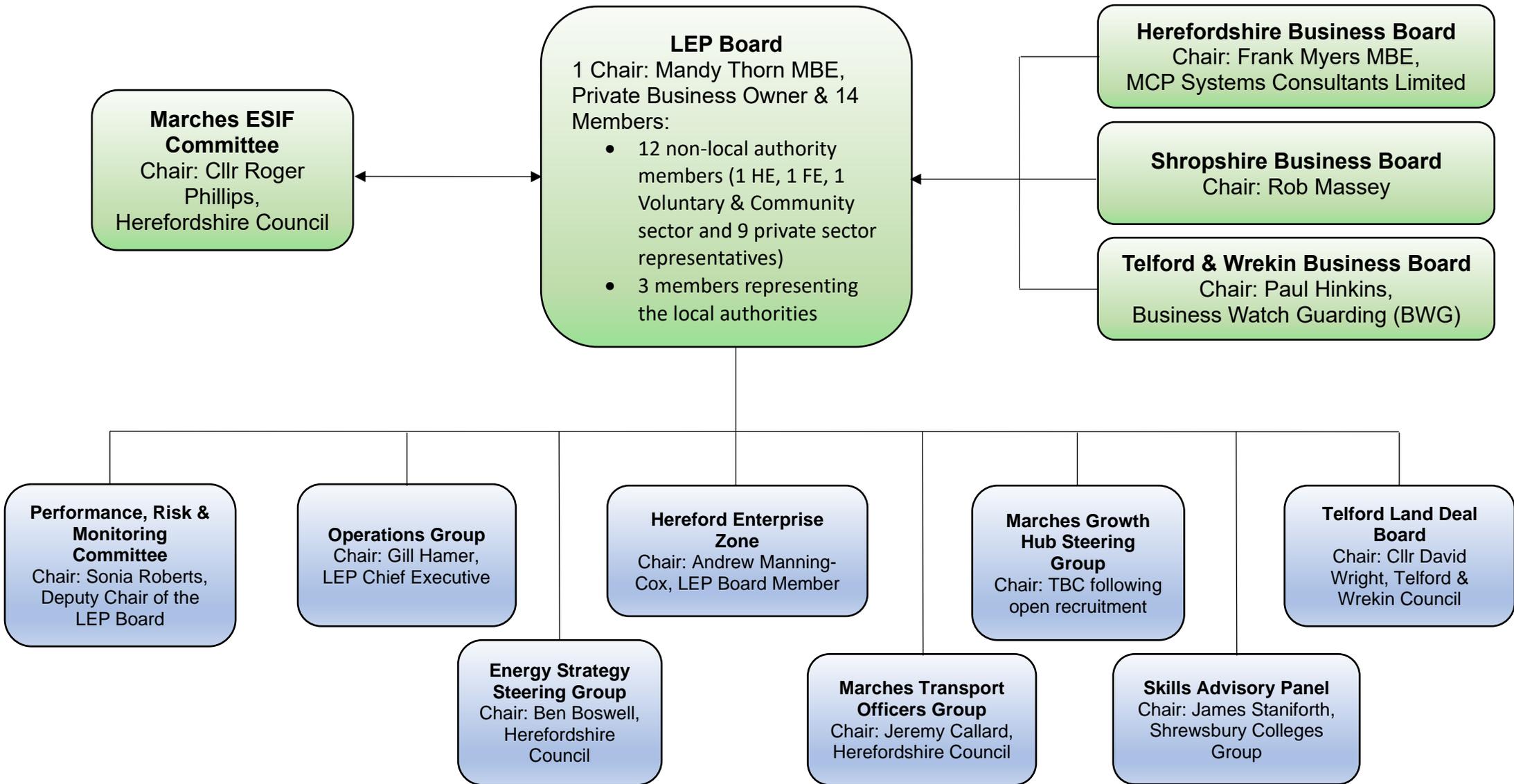
2.2.5 Marches European Structural and Investment Fund (ESIF) Committee

The Marches ESIF Strategy 2014-2020 sets out a high-level rationale for investment in the area and was endorsed by the Board on 27 January 2014; it combines the European Regional Development Fund (ERDF), the European Social Fund (ESF) and the European Agricultural Fund for Rural Development (EAFRD).

The ESIF Committee operates separately from the Marches LEP structure, with a remit to consider whether projects seeking funding from the Marches' European Union (EU) ring-fenced fund meet the strategic priorities of the Marches' ESIF Strategy. The Committee makes recommendations to the Managing Authority Departments on matters of local fit, in relation to the projects seeking funds from the Marches LEP allocation, and performance, to inform the decision-making processes within the three ESIF Managing Authorities: MHCLG, DWP and DEFRA. The Marches LEP Chief Executive represents the interests of the Marches LEP on this Committee (see the TORs for the ESIF Committee at Appendix 8).

The ESIF Committee will continue to operate until all of the funds have been awarded to projects which is likely to be completed during the 2021/22 financial year.

Diagram 1 Marches LEP Group Structure



2.3 Marches LEP Delivery Capacity

The Marches LEP Secretariat (the Secretariat) is responsible for supporting the Board in strategy development, co-ordinating the management of the SEP Work Programme and the day to day administration of the Marches LEP, including internal and external communications.

The Secretariat, led by a full-time Chief Executive, includes 10 full time staff. Essential support is provided by the Section 151 Officer from Shropshire Council, who provides the accountable body function for the Marches LEP's financial governance. The Secretariat, the time of the Section 151 Officer and a part time Finance Officer are supported through LEP Core Funding, the Marches Growth Hub funding and contributions from the three Local Authorities and the University of Wolverhampton.

The Marches Secretariat is independent of any one partner organisation, providing the Board with impartial advice and support. This has been the case since the Marches LEP Chief Executive (the Chief Executive) was appointed in January 2015. The Chief Executive and the Secretariat report directly to the Marches LEP Chair and Deputy Chair (the Chair and Deputy Chair), with whom they meet on a monthly basis to discuss the forward workplan of the Marches LEP; the Chair and Deputy Chair also provide strategic level guidance to the Secretariat. The Secretariat is based in Shrewsbury and has rented its own office since June 2015.

The majority of the Secretariat is employed via Shropshire Council which, as aforementioned, is the accountable body for the Marches LEP. Shropshire Council provides the Marches LEP with other support services too, namely finance, legal, HR, procurement and IT. The provision of these services is being formalised between the two parties in a Service Level Agreement (SLA), which is due to commence on 1st April 2021. The Board is expected to sign off the SLA at their meeting in January 2021. Under the SLA it is a requirement that the Marches LEP has reserves to meet its redundancy liabilities in the event of any change in Government policy in relation to the future role of LEPs.

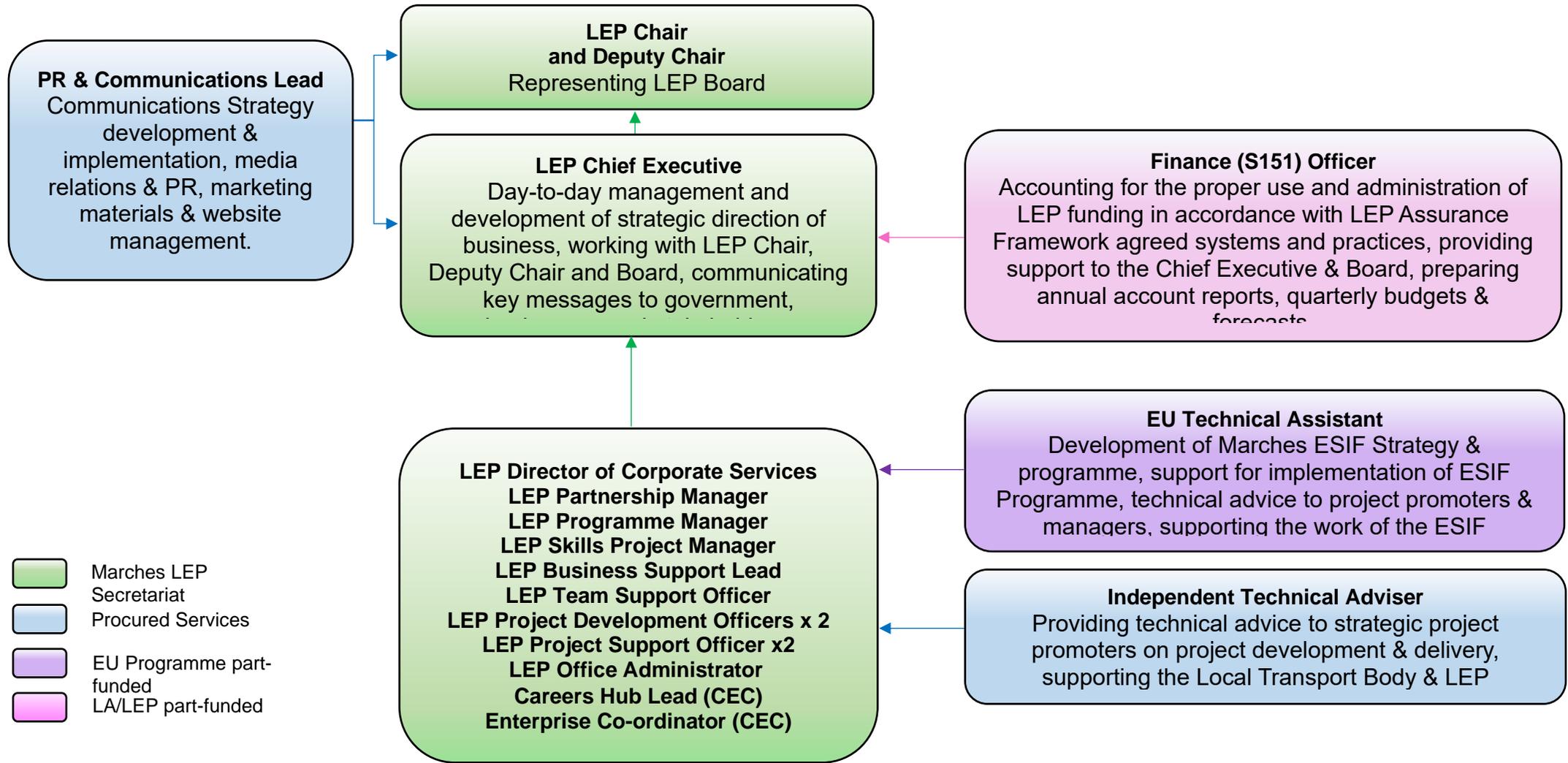
The Marches LEP's Communications and Public Relations Lead is provided on a part time basis by a private company, procured via an open tender exercise. As and when required, an Independent Technical Evaluator, is procured via an open tender exercise, to provide support to the Secretariat in appraising projects and programmes that might support delivery of the SEP.

Further essential support to increase the capacity of the Secretariat and work programme delivery is provided as required by three local authority partners via Director-level and Service Head-level officers' input. These senior officers have responsibility for growth-related services, including housing and planning, economic development and transportation, and for aligning public resources (staff time and funds) against delivery of identified Board priorities. The Marches LEP also part funds, with the three Local Authorities, the EU Technical Assistant.

Through the Marches LEP Operations Group function, the work of the Secretariat 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 Secretariat.

Importantly, it also ensures that opportunities for joint Local Authority working, arising from Board decisions, are co-ordinated at an appropriate level. Further details of Local Authority partnership working across the Marches LEP are set out in Section 3. The Secretariat structure is set out in Diagram 2.

Diagram 2 Marches LEP Secretariat Structure



2.3.1 LEP Board Members' Recruitment, Succession Planning and Induction

The Board comprises 15 members. See Appendix 2 for a copy of the Board TORs.

From April 2019, the Private Sector LEP Chair is recruited by open and fair recruitment following a month-long consultation period to seek the views of the business community in the Marches on the role of the Chair. The Chair is selected by an appointment panel, members of which were agreed by the Board. In line with the Board's ToRs, the Chair is appointed for an initial period of three years at the end of which, they can seek re-election by the Board Members. Election of the Chair is undertaken by vote. The Chair can seek re-election only once, serving a maximum of six years.

A non-Local Authority Deputy Chair(s) is sought by nominations by the Chair and appointed by the Board to support the Chair for a period of up to three years and cover for the Chair as required. At the end of three years in office, the Deputy Chair can seek re-election by the Board Members. Election of the Deputy Chair is undertaken by vote. The Deputy Chair can seek re-election once, serving a maximum of six years. The Deputy Chair is not a successive position.

Other Board Members

- The Council Leaders are determined by the three administrative authorities.
- The Chairs of the three Area Business Boards are elected by their own Business Board Membership in accordance with their constitution/ToRs. They can serve on the Marches LEP Board for a maximum of six years.
- The Chair of the Enterprise Zone is elected by the Board of the Enterprise Zone in accordance with their constitution/ToRs. They can serve on the Marches LEP Board for a maximum of six years.
- At the end of the six-year term, the Members of the LEP Board can resolve to extend the terms of appointment of the Chairs of the three Area Business Boards and the Chair of the Enterprise Zone by such further period as they shall determine following a review of the ongoing requirements of the Marches LEP and as long as they remain elected as Chairs by their respective Business Boards and Enterprise Zone.
- The initial term of office for Private and Voluntary Sector members is two years. At the end of their two-year office, the Chair, in consultation with the Board members, may re-invite the Private and Voluntary Sector members to serve a further two years; they can serve a maximum of six years on the Marches LEP Board.

- At the end of a six-year term but only with the express approval of the Marches LEP Board, a Private and Voluntary Sector member may extend the terms of their appointment by such further period as the Marches LEP Board determine, following a review of the ongoing requirements of the Marches LEP.

2.3.2 Board Member Appointments Panel & Succession Planning

The Private and Voluntary sector Board Members are recruited by open and fair recruitment which includes adverts in the local press and on the Marches LEP, Local Authorities and Centre for Public Appointments websites. The Chair sets up a Board Member Appointments Panel which comprises at least three Board Members plus the Chair meets annually, usually in February, to review and take account of: -

- a) the experience and knowledge of the existing Board Members and whether this addresses the needs of the Marches LEP economy e.g. skills, key sectors, housing, infrastructure;
- b) the diversity of the Board including gender balance, and representation of those with protected characteristics amongst its membership, with the aim to reflect as much as possible the wider community that it serves;
- c) any wishes indicated by Board Members to stand down in the year, to manage succession planning and Board Members' rotation.

This Appointments Panel then makes a recommendation to the next available Board meeting on a timetable for recruiting new Board Members, the process through which the posts will be advertised and the skill sets and experience that will be targeted in the advert. If appropriate, the Panel also makes a recommendation on whether any Board Members who have served more than six years can be reappointed for a further period or need to stand down and be replaced through the open recruitment process (see Appendix 17 for the LEP's Equality and Diversity Policy in relation to Board Member recruitment).

2.3.3 Induction of Board Members

The Chair and Chief Executive organises an induction programme for all new Board Members, if possible before they attend their first Board meeting. This will include a detailed briefing on all aspects of the Accountability and Assurance Framework and the aims of the SEP. All Board Members are encouraged to contact the Chair or Chief Executive if they have any queries and either the Chief Executive or Chair will endeavour to hold a one to one meeting with each Board Member at least once every six months to ensure any issues or queries are addressed.

The Chief Executive will also use good practice shared by the wider LEP Network to support the induction and training of new Board Members.

2.3.4 LEP Board remuneration and LEP officer's salaries

The Board has taken the decision not to remunerate Board members for any of the support they provide to the Marches LEP with the exception of private sector Board members undertaking significant Board related activity, who will be eligible to claim:

- legitimate travel expenses for any travel undertaken on approved LEP business; and
- excessive travel expenses, e.g. rail travel to London or an overnight stay,

unless these expenses can be met from another source.

Any stakeholder that is invited to join a LEP Board sub-group may seek the approval of the LEP Chief Executive to claim expenses related to attending the LEP Board sub-group or related activities.

Four members of the Secretariat (i.e. the Chief Executive, Director of Corporate Services, Partnership Manager and Programme Manager) earn a salary that meets the MHCLG definition of 'Senior employee salaries' which is defined as "all salaries which are above £50,000". After consultation with other LEPs and Local Authority partners, the Board agreed the pay band for the Chief Executive as £75,000/annum to £85,000/annum in September 2017.

2.4 Governance Framework for Decision Making

The role of the key groups that are central to the Marches LEP governance arrangements are set out in Diagram 3 and in Section 2.2 of this document, with each group operating in line with agreed TORs, conduct protocols and in strict accordance with delegations agreed by the Board (See Appendix 12 for the Marches LEP Scheme of Delegation). This structure provides the required expertise and essential capacity to: develop/procure projects and programmes to address strategic priorities identified by the Board; oversee the development and delivery of those projects and programmes; and provide day-to-day management and co-ordination of the delivery programme, including supporting the monitoring and evaluation of projects and programmes.

The governance structure recognises that currently the four most significant sources of funding for promoting economic growth in the Marches are: the Local Growth Fund (Growth Deal), Getting Build Fund and the European Union (EU) Funding Programme (2014 - 2020) and Growing Places Funds (the Marches Investment Fund). The latter is 'fed' from funding sources such as the Growing Places Fund and

Homes England/Telford Land Deal. The governance structure also recognises that there are other sources of funding which the Marches LEP has responsibility for allocating (including core funds, LEP Capacity Funds and Growth Hub funds received from MHCLG and BEIS) and that further funding opportunities would emerge.

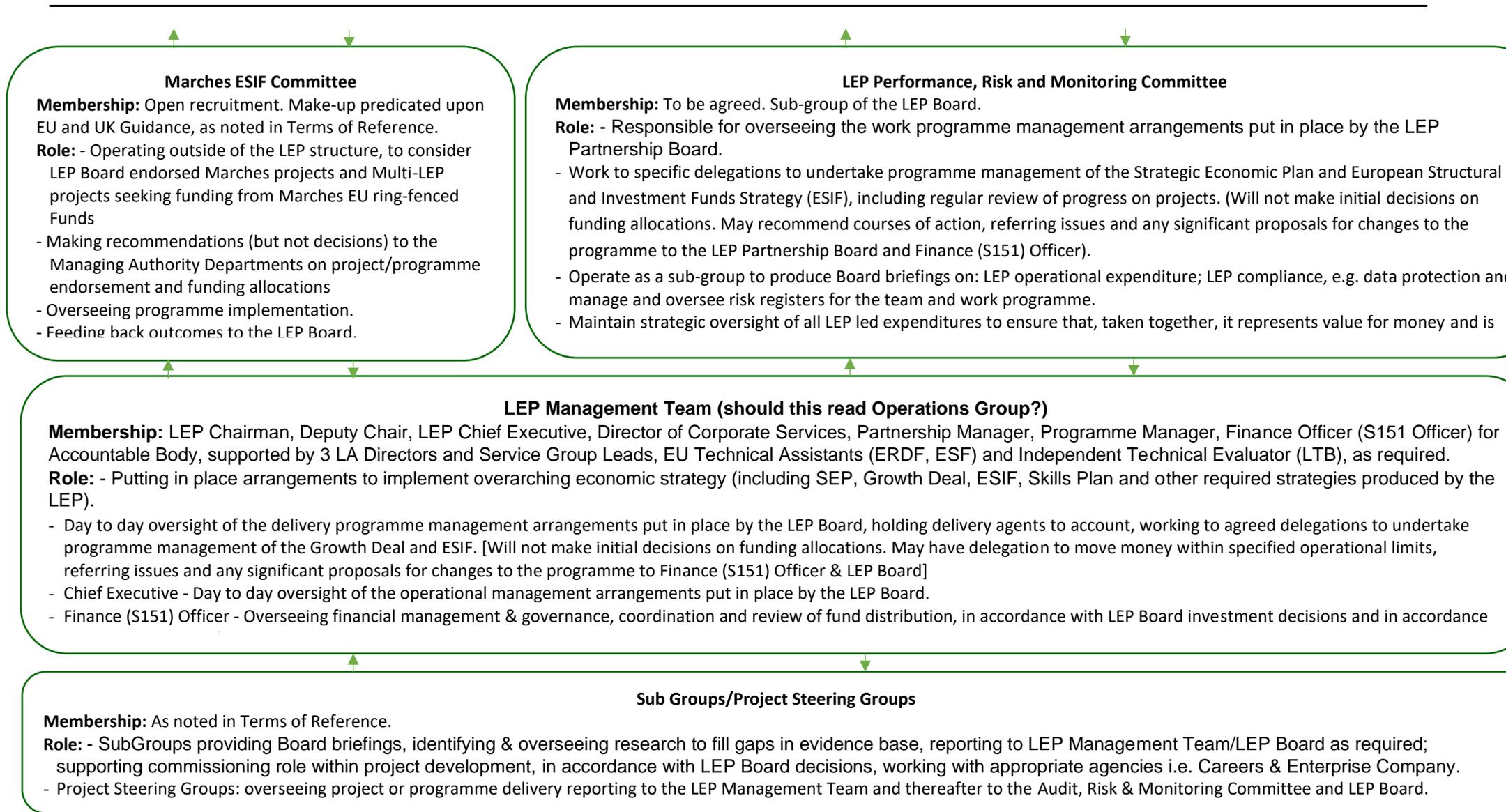
The governance arrangements are designed to ensure that: the Board has an overview of all Marches LEP-related activity; funding is allocated in a transparent and coordinated manner which provides value for money; and assurance is provided through the accountable body Section 151 Officer on the proper use and administration of public funds.

The Board may delegate specific functions, within agreed parameters, to the Chief Executive, the Section 151 Officer or the Performance Risk and Monitoring Committee (PRMC) as required for the timely and efficient operation of the LEP. (See Scheme of Delegation at Appendix 11). However, the Board retains overall responsibility for these functions even when they delegate responsibility for delivery or project/programme monitoring.

When decisions are made, they are translated into action by the Marches LEP Management Team, working with the Marches partners to deliver Board priorities and desired outcomes set out as a programme of work.

The Secretariat has worked with the Section 151 Officer to develop the following Performance Management Framework against which the work programme can be monitored by the Board. The Board monitors programme finance and output metrics and receives other essential information on individual project performance and management of risk through exception reports, the detail of which are managed and overseen by the PRMC and supported by the Secretariat. The PRMC monitors the detail of programme performance, finance and output metrics for the SEP Growth Deal and other projects. The PRMC undertakes this role working in strict accordance with agreed change management delegations and reporting to the Board.

Diagram 3 Marches LEP Governance Structure



2.5 Governance Policies

2.5.1 Code of Conduct and Conflicts of Interest

The Marches LEP acts in the interests of the Marches region and not the geographical interests of individual member organisations or Board Members.

Voting rights are set out in the organisation's Articles of Association.

All Marches LEP representatives have an obligation to act in the best interests of the Marches LEP and in accordance with its governing documents. This includes employees and Board Members signing up to the Marches LEP's Code of Conduct and Conflicts of Interest Policy (see Appendix 19).

Conflicts of interests may arise where an individual's personal, business or family interests and/or loyalties conflict with those of the meeting that employees or Board Members are attending. On an annual basis, both employees and Board Members complete a Marches LEP Register of Interest document (see Appendix 19). In addition, Board Members are required to declare any conflict of interest at each Board meeting that they attend.

The Marches LEP will manage conflicts of interest in accordance with existing protocols and codes of conduct and with the organisation's Code of Conduct and Conflict of Interest Policy.

2.5.2 Complaints, Whistleblowing and Confidential Reporting

The Marches LEP has a dedicated Complaint Policy (see Appendix 13), a Confidential Reporting policy (see Appendix 14) and a Whistleblowing policy (see Appendix 15) which outline clearly its approach in dealing with such important matters.

2.5.3 Equality and Diversity

The Marches LEP serves a large area and a diverse range of communities. Consequently, it is fully committed to improve gender balance and representation of those with protected characteristics at Board and Sub-Board level. The Marches LEP Equality Statement (see Appendix 16) outlines the approach required to ensure this is achieved, whilst Appendix 17 contains the Marches LEP Equality and Diversity policy.

The Marches LEP achieved the target set by Government for one third of the Board members being female by 2019/20 and currently 40% of its membership is represented by women. It is committed to achieve equal representation by the end of 2022/23. The Marches LEP recognises that it needs to continue reviewing its performance, ensures it complies fully with relevant legislation and it maximises inclusion of all parts of its community in its governance, employment and delivery.

The Marches LEP wants to enhance its staff and Board Member knowledge on the Equality and Diversity agenda so that it can maximise its impact, within the constraints of its resources. In that respect, a MLEP Diversity Champion has been appointed and Board Member training on Diversity is to be held in financial year 2021/22. The Equality and Diversity policy applies to Board recruitment and is highlighted through the Marches LEP decision making and advisory groups. The 2019 Board Members recruitment campaign generated a diverse and representative group of people, which reflects the local businesses and communities that the Marches LEP serves and is committed to taking forward economic growth across the area.

2.5.4 Audit and Local Authority Scrutiny Arrangements

The Marches LEP agrees an internal audit plan for the year with the Accountable Body. This includes a risk-based audit plan of LEP activity, providing assurance to the PRMC, the Board and Section 151 Officer. When signed off, these audit reports are published on the [Transparency page](#) of the Marches LEP website.

The Marches LEP has agreed with the three Local Authorities that it will attend their relevant scrutiny panels once or twice a year from Autumn 2019. In addition, the Marches LEP is asked to report on the following:

- each September/October on progress in delivering outputs and targets in the first 6 months of that year and highlight future developments for the Marches LEP; and
- each April/May on progress in delivering its previous years' annual delivery plan and on development plans and investments for the following year as outlined in its delivery plan as approved by the Board each Spring.

2.5.5 Publication of Accounts and Financial Information

In addition to the reporting requirements as a company limited by guarantee, the Marches LEP ensures its accounts are published and all financial information is handled in a transparent manner, with the information located within the 'Transparency' page of the Marches LEP website. In addition to the publication of company accounts, the Marches LEP is required to produce a financial statement each year which includes:

- a) The total amount of funds within the Marches LEP's direction or control at the start and end of the financial year;
- b) The total amounts committed by the Marches LEP to external organisations through grants and risk finance (loans, equity, guarantees and quasi-equity);
- c) The total amounts committed to suppliers to purchase goods, works or services;
- d) The total amounts incurred in running the Marches LEP (for example salary costs, lease payments and expenses).

2.5.6 Publication of meeting papers and agendas

The Board is the ultimate decision-making authority of the Marches LEP. In relation to the publication of meeting papers and agendas it is our commitment that for the Board and any sub-board (involving decisions/recommendations related to public money) it will ensure:

- Agendas and papers will be published five clear working days before the meeting takes place;
- Minutes will be published within ten clear working days of the meeting taking place.
- Any declarations of interest made at the meeting are included within the minutes. Any new declarations of interest will be updated on the relevant members register of interest form (adopted for all our governance structures).

Where deemed appropriate the Marches LEP may exclude papers from the public domain where grounds exist under [The Local Authorities \(Executive Arrangements\) \(Meetings and Access to Information\) \(England\) Regulations 2012](#) and in particular under [Schedule 12A](#)

[of the Local Government Act 1972](#). Where papers are excluded from publication, a cover report setting out the decision(s) to be taken and the grounds for exemption will be published, and a private paper will be circulated to the Board.

2.5.7 Handling of Confidential and Exempt Information

The Marches LEP complies with [The Local Authorities \(Executive Arrangements\) \(Meetings and Access to Information\) \(England\) Regulations 2012](#) regarding confidential information. Confidential information means information given to the Council by a Government Department on terms which forbid its public disclosure or information which cannot be publicly disclosed by Court Order and as fully defined in [Section 100A\(3\) of the Local Government Act 1972](#).

The process adopted for the handling of information is as follows:

- Documents shall be assessed against the established criteria and must be considered to match the criteria to be deemed confidential.
- In the event a document is assessed as being confidential it shall be marked as such listing the appropriate Local Government Act 1972 exemption.
- The reason for exemption shall be published on the Marches LEP website within the relevant agenda papers section.

2.5.8 Handling of Data

The Marches LEP has in place appropriate data protection arrangements in line with the Data Protection Act 1998, the General Data Protection Regulations (GDPR) and the Data Protection Act 2018. The Marches LEP is the data controller for Board Member's data and any other data collected relating to projects and programmes. Appendix 20 sets out our Data and Privacy Policy.

2.5.9 Branding

The Marches LEP is committed in meeting the Government branding guidelines for projects and, as part of the Local Growth Funding Agreement, ensures all projects are issued with the branding guidance issued to LEPs. As part of its monitoring processes, the Marches LEP regularly checks that correct branding and wording is used for websites, signage, social media, press notices and other marketing materials.

2.5.10 Expenses and Gifts and Hospitality

The Marches LEP has an expenses policy (see Appendix 23) and a gifts and hospitality policy (see Appendix 22) which sets out the processes involved for declaring expenses and hospitality received, enabling individual Board Members and Officers to declare expenses and gifts received.

2.6 Cross LEP Working

The Marches LEP has a proven track record of working closely with local and national partners to support the growth priorities of the Marches. Its 2019 Strategic Economic Plan (SEP) provides more detailed reference to cross LEP strategy development and project and programme working.

The LEP Network

The Marches LEP is committed to work with the national LEP Network and the other 37 LEPs to share good practice and improve the standards of delivery of all LEPs. The Chair of the Marches LEP liaises regularly with the West Midlands LEP Chairs and the national LEP Network whilst the Chief Executive and other members of the Secretariat attend relevant LEP Network working groups.

Cross LEP border business support working

The Marches LEP continues to work with other LEP partners, particularly the Black Country, Worcestershire and Stoke and Staffordshire to identify opportunities for cross LEP business support activity in order to achieve economies of scale and to further simplify the business support landscape across the region. The LEPs participate in regular cross LEP engagement and work jointly to deliver a Midlands Engine loan funding vehicle.

The Cyber Valley partnership with Worcestershire LEP, Gloucestershire LEP and Swindon and Wiltshire LEP identified the area as the second largest cluster of cyber security activity in the country outside of London. The development of the draft Local Industrial Strategy (LIS) highlighted the importance of the sector for the Marches economy and the Marches LEP continues to work with partners and cross-government departments will continue in order to maximise opportunities.

Opportunities for cross LEP working with the food and drink/agritech sector will be considered as this is a key growth area for the Marches. In the first instance, the Marches LEP will share a Department for International Trade Cluster Lead resource to work with businesses and to advocate on behalf of the sector.

The Midlands Engine

The Marches LEP is one of 9 LEPs that work together as partners within the Midlands Engine which covers an area from Wales to The Wash. The Marches LEP has contributed to the updating of the Midlands Engine strategy, works closely with Midlands Connect on strategic transport issues, promotes take up of the Midlands Engine Investment Fund and benefits from the Midlands Engine brand in promoting itself to investors and trade partners.

The Growing Mid Wales Partnership

The work with the Growing Mid Wales (GMW) partnership continues. Priority transport projects are led by the Transport Officers Group and supported by Midlands Connect. The Marches LEP continues to liaise with its counterparts to develop understanding of the implications of the Mid Wales Growth Deal (agreed by the UK and Welsh governments with local authorities in December 2020) and to identify potential opportunities for joint working. The Marches LEP will continue to work with Welsh partners to better understand

the proposed Marches Growth Deal which was detailed in the 2019 Conservative manifesto as *'a transformative Marches Growth Deal, focusing on cross-border infrastructure which supports the local and cross-border economy'*.

West Midlands Growth Hub Cluster

The Marches LEP is a member of the West Midlands Growth Hub Cluster (along with Black Country, Greater Birmingham & Solihull, Stoke & Staffordshire, Worcestershire and Coventry & Warwickshire). Regular communication enables members to share best practice, align activities and identify opportunities for joint working. As Cluster Lead, Coventry and Warwickshire provides an additional feedback route to government and across the Growth Hub network.

3.0 Local Authority Partnership Working Across the LEP

The Marches three Local Authority partners are committed to working collaboratively to promote economic growth through the Marches LEP. Within the Marches LEP 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, and have moved to 'area led' approaches on delivery across the area, aligning finance against common objectives.

Collaborative input includes:

- At strategic leadership level through the partnership commitment at the Board.
- At P Management Team level by ensuring adequate resource is aligned to delivery of Board priorities, working with the Secretariat.
- At Sub-Group level, where essential technical officer support is provided by the three Local Authorities, working together:
 - Through the Commissioning Groups (see section 6.2) in supporting the design of the 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 Board on strategic policy direction, including the Skills Advisory PanelBoard, Marches Transport Sub-Group and Marches Growth Hub Steering Group.
- At project and programme delivery level as required, for example through the PRMC, the Hereford Enterprise Zone and SEP Growth Deal projects.
- Through the financial commitment of the local authority partners to the delivery of Marches Growth Hub services
- The Marches LEP receives a contribution from the three local authorities which matches with Central Government funding.

Shropshire and Telford and Wrekin Councils are non-constituent Members of the West Midlands Combined Authority (WMCA). The LEP continues to have Observer status on the WMCA.

Being an observer of the WMCA allows the Marches LEP to further collaborate with stakeholders (other LEPs and Local Authorities) at a regional and sub-regional level and with Government at a national level, to maximise the opportunities for the area covered by the Marches LEP to realise its policy intentions for the long term. It also allows the Marches LEP to build on the actions which are already being supported via the Midlands Engine and Midlands Connect and support its Local Industrial Strategy in which common challenges can be identified.

4.0 Communication and Engagement

The Marches LEP employs several methods in communicating with businesses and stakeholders about its policies, decisions and work programme progress and for seeking their input on the same.

The Marches LEP has an Engagement and Communication Plan which sets out how it:

- Engages and communicates messages and news; Acknowledges and reaches, in an appropriate manner, all the Marches key audiences, partners and stakeholders;
- Provides interesting, relevant and useful updates on its work and successes;
- Develops a position of thoughtful leadership across the issues that matter; and
- Provides the Marches LEP's information in a variety of formats, across different platforms to ensure its reach.

4.1 The Marches LEP Website

The Marches LEP is committed to providing the public and stakeholders with key information, therefore regularly reviews and maintains its own dedicated website (<https://www.marcheslep.org.uk/>).

The Marches LEP ensures the content of its website is:

- Prominent, accessible and easy to navigate;
- Updated regularly to ensure that information remains current;
- An interface that caters to the public, interested parties in the Marches LEP's projects and funds and Government;
- A source of key information on Board meetings (including agendas, papers and minutes), policies, processes, projects, funding calls and decisions.

4.2 Business Support and Engagement

The Team has an integrated approach to business support that, through a bespoke growth hub model, the Marches Growth Hub, addresses the key issues of entrepreneurship, business growth (especially amongst high growth local businesses) and innovation. The focus of the Marches Growth Hub is the virtual hub, a first class business friendly website with information and links to both national and local business support services and training (www.marchesgrowthhub.co.uk). The website also holds information on training and best practice events for new and existing businesses with an online booking facility. The Marches Growth Hub website is fully aligned with the Business is Great Campaign including all branding of the website and marketing collateral. The Marches Growth Hub also uses social media including Twitter, LinkedIn and Facebook to reach a wider audience.

The Marches Growth Hub also has three physical hubs in Hereford, Telford and Shrewsbury where local business support providers can hold clinics/meet with clients, hold business networking and best practice events and allow hot desking facilities for local and national business support providers, including the Department for International Trade, Innovate UK and the Intellectual Property Office. Business support services, funded by the BEIS core and additional contracts, are delivered by local authority partners to meet local business and economic needs. They include a varied (virtual) events programme, 1:1 general business advice and access to specialist support. The Marches Growth Hub

also provides access to in-depth support programmes funded under the Marches ERDF programme.

4.3 LEP Newsletter

The LEP's PR and Communications team produces a 6-8 weekly e-newsletter that is sent to businesses and stakeholders and local MPs. The e-newsletter provides information on the Marches LEP news and events and on details of relevant new projects, including those funded under our ESIF programme. enables businesses, residents and stakeholders to sign up for this. A separate e-newsletter is also available for the Marches LEP detailed work on the EU, 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 Hereford Enterprise Zone twitter feed (@herefordezone).

4.4 Annual General Meeting and Stakeholder Briefings

Since becoming a company limited by guarantee, the Marches LEP has held a formal Annual General Meeting (as set out in company law) as well as numerous stakeholder and public events. In addition, effective stakeholder engagement is achieved through ongoing sub-group and Area Business Board work and regular meetings with the local MPs. All details of stakeholder events and meetings are promoted via the press and social media and are detailed on the Marches LEP website.

4.5 Annual Report

Every year, the Marches LEP produces an Annual Report which highlights progress on individual projects and overall programmes and provides a summary of the Marches LEP's income and expenditure for that year. Hard copies are distributed to partners and electronic copies are available on the Marches LEP website.

5.0 Financial Accountability

Local Growth Fund and Getting Build Fund resources are paid by MHCLG via Section 31 Grant Determination to Shropshire Council as the Marches LEP Accountable Body. The proper use and administration of this funding is set out through the grant funding letter/agreement and this Accountability and Assurance Framework. Other funding received by the Marches LEP is also be accompanied by a relevant grant funding letter/agreement and Shropshire Council administers the funds in line with any terms and conditions laid out in these agreements.

Shropshire Council (through its Section 151 Officer) is accountable for ensuring that grant income received, payments out and any applicable repayments are accounted for and administered correctly; these activities fall under the annual audit of Shropshire Council's accounts. The Marches LEP has a vital leadership role to play. It is responsible for developing and maintaining the SEP and determining the key funding priorities to which the Local Growth Funds and other resources should be directed.

The complementary roles of both parties – the financial responsibilities of the Section 151 Officer and the leadership role and accountabilities of the Marches LEP – are supported by a set of agreed systems and practices including an agreed scheme of delegation (see Appendix 12). These practices/systems support both the Section 151 Officer in ensuring proper, transparent decisions which deliver value for money and also timely, informed decision making by the Marches LEP.

This Accountability and Assurance Framework confirms that:

- Shropshire Council is the Accountable Body for the Local Growth Fund and other funding sources (where appropriate) received from Government;
- Use of resources is in accordance with Shropshire Council's established processes including financial regulations and contract regulations;
- Shropshire Council is responsible for ensuring that :
 - Decisions and activities of the Marches LEP conform with legal requirements regarding equalities, social value, environment, State Aid, procurement, etc. The LEP Secretariat will retain an oversight of these issues.
 - Funds are used appropriately and in a manner that is consistent with the contents of the offer letter from government.
 - The Marches LEP Accountability and Assurance Framework is adhered to.
 - Copies of all relevant Marches LEP documents relating to Local Growth Funds and other funding are held by the Marches LEP.

As the Accountable Body for the Marches LEP, Shropshire Council is responsible for:

- Holding the devolved major scheme funding and making payments in accordance with the recommendations made by the Board;
- Accounting 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 Board as required; each year a statement of accounts is uploaded onto the Marches LEP website;
- Recording the decisions of the Marches LEP in approving schemes (for example if subjected to legal challenge);
- Suppling protocol and guidance in relation to transparency and audit for the Marches LEP to adhere to.

As the Accountable Body for the Marches LEP, Shropshire Council supports the Marches LEP Secretariat in contracting with its priority projects with appropriate grant and loan funding agreements. These agreements include full details of monitoring timetable and arrangements, information required from project managers/delivery agents, and all conditions relating to the protection of public funds including those in the event of non-delivery or mismanagement.

Appropriate legal agreements define the responsibilities that Marches LEP partners have to one another and to facilitate the undertaking of the responsibilities detailed above by the Accountable Body.

Regular audit and assurance checks are commissioned and undertaken to verify that the Marches LEP is operating effectively within the terms of its agreed Assurance Framework. The Marches LEP is responsible for taking any necessary actions to implement agreed audit recommendations. The PRMC, which is a sub-group of the Marches LEP Board, is responsible for:

- Overseeing the Marches LEP operational expenditure and compliance with legal or statutory requirements, e.g. data protection legislation; and
- Managing and overseeing the Marches LEP risk registers and work programme on an ongoing basis. The PRMC maintain strategic oversight of all Marches LEP led expenditures to ensure that, taken together, it represents value for money and is complementary.
- Oversight of audit assurance and implementation of audit recommendations.

The Marches LEP's Section 151 Officer provides oversight relating to administration of financial affairs within the Marches LEP throughout the year. The section below provides an overview of arrangements currently in place; these are subject to change in line with government guidance.

Current Arrangements:

In addition to providing an assurance statement as part of the Annual Performance Review, by 28 February each year, the Section 151 Officer submits a letter to the MHCLG Department's Accounting Officer. This letter includes:

- a) Details of the checks that the Section 151 Officer (or deputies) has taken to assure themselves that the Marches LEP has in place processes that ensure proper administration of financial affairs in the Marches LEP;
- b) A statement outlining whether, having considered all the relevant information, the Section 151 Officer believes the financial affairs of the Marches LEP are being properly administered (including consistently with this Framework and the LEP's National Local Growth Assurance Framework; and, if not,
- c) Information about the main concerns and recommendations about the arrangements which need to be implemented to get the Marches LEP to be properly administered.

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

6.1 Options Appraisal and Prioritisation

The Marches LEP 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 manager and take responsibility for procuring contractors through open tender or established frameworks.

6.2 Project/Programme Commissioning

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 delivering the area of work. Criteria to be evaluated as part of any appraisal will be specified in the tender brief.

6.3 Advertising and Accessing Funding Opportunities

The Marches LEP is committed to ensuring all funding opportunities are openly advertised. When available these will be published on the Marches LEP dedicated website through the following link: <https://www.marcheslep.org.uk/about/tenders-vacancies/> .

6.4 Project Appraisal and Prioritisation

Tenders received through open calls are appraised against criteria set by the Commissioning Group. The criteria will reflect 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. They will also include a project delivery options analysis, an assessment of deliverability on the preferred delivery option and an assessment of value for money.

The project appraisal process is overseen by the Secretariat, using set conduct protocols, and undertaken by an Independent Technical Evaluator (ITE), with no prior or subsequent involvement in delivery of the area of work. In the case of transport infrastructure schemes, use of "WebTAG" for value for money and assurance is mandatory but does not preclude the use of other assessments or dictate the weighting given to WebTAG or any other assessments used by the ITE or decision makers. Recommendations are then made to the Board which agrees the projects to be supported.

The Board I consider all proposed projects and programmes developed through the SEP and is required by Government to prioritise these proposed activities. In arriving at a prioritised list, the Board considers each scheme in terms of a written business case (see sections 6.4 and 6.5) which includes: the evidence base supporting the needs for intervention; the strategic economic impact of all proposed interventions and outcomes (including jobs, houses and private leverage); an options and value for money analysis; and deliverability. The Board considers the performance of the proposed project against the five-case model (see section 6.6) and the achievable numbers of jobs, houses and private investment.

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

In the case of the ESIF Strategy-related projects, the Marches LEP ESIF Committee is required to input detail of local area needs to the national calls for projects. The Managing Authorities also seeks the views of the ESIF Committee on whether projects and programmes received through those calls (at outline and full application stages) align with the strategic priorities in the ESIF Strategy. The Managing Authorities use the views received from the ESIF Committees within their appraisal of projects and in determining which projects are approved for EU funding.

6.5 Value for Money and Business Case Development for Prioritised/Funded Proposals

The delivery of projects can be complex, requiring a robust governance structure. The Marches LEP recognises this and has ensured that a strong structure is in place which provides a robust and accountable process for assessing and prioritising schemes. The principles of this approach have been adopted by the Board and integrated into the Marches LEP governance structure, in considering the wider range of projects coming through the Marches LEP's SEP.

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.

6.6 The Five Case Model

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?

The Strategic Case determines whether 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.

The Economic Case assesses scheme options to identify all their impacts and the resulting value for money to fulfil the Marches 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 these impacts are consolidated to determine the extent to which a proposal's benefits outweigh its costs.

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.

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.

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.

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 Marches LEP 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 and will report to the Secretariat on any changes to scheme value for money, risks, delivery timescales and capital costs. Individual scheme promoters will be responsible for the preparation of individual business cases, including scheme specific stakeholder and public consultation, scheme management and procurement, third party funding, statutory processes, delivery, monitoring processes etc.
- The Board is supported in its role in selecting projects by the procured services of an **ITE** who provides a technical challenge and sign off role, ultimately providing the Board with confidence that there has been a suitably robust assessment of the Business Case and therefore deliverability of priority projects. The ITE will work with the Secretariat to provide recommendations to the Board on whether the

project should be supported and whether any conditions should be included in the funding agreement.

- 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 ESIF Committee.
- The **Secretariat** provides a strategic role in overseeing technical checking and monitoring and in making recommendations to the PRMC on the status of projects. The Secretariat has overall responsibility for day-to-day monitoring and management of the SEP work programme (which includes all projects supported through the Single Local Growth Fund and ESIF Strategy) and reports to the PRMC on any changes to scheme value for money, risks, delivery timescales and capital costs, who then reports on to the Board on the status of the work programme.
- The **PRMC** monitors the performance of projects and programmes within the work programme. It determines courses of action to be taken in relation to performance of individual projects and programmes, to ensure the Marches LEP work programme performs according to timetable and meets or exceeds targets.
- The **Board** agrees which schemes will be supported and brought forward and has responsibility for monitoring delivery and performance of the SEP work programme.

The Board seeks to increase the social value of its investment through the development of projects using both Growth Deal and EU Funding:

- a) in the Marches LEP's skills development work by increasing wage levels, numbers of apprenticeships, availability of higher education places and creating opportunities to move the unemployed closer to the employment market;
- b) in the Marches LEP's physical infrastructure projects by increasing broadband availability and speeds, access to multi modal transport, improving air quality and the public realm; and
- c) by supporting new business growth and investment via the Marches LEP's Growth Hub and creating employment opportunities for local communities.

6.7 Transport Infrastructure Projects

Scheme promoters are required to conduct business case appraisals and value for money assessments using the DfT's WebTAG tool kit. For transport infrastructure projects value for money will ultimately be determined through the Benefit Cost Ratio (BCR) of the scheme. Estimates of the schemes wider economic benefits should also be evidenced together with an analysis of the social and distributional impacts of the scheme.

It is expected that value for money assessments will, at the prioritisation stage, be based on a mixture of quantitative and qualitative evidence. On the qualitative side, schemes which affect busier/congested parts of the highway network or larger areas of population may receive a higher value for money score. Qualitative information may point to benefits for certain target areas or populations; and could also use evidence of the success of similar schemes elsewhere. The important issue is that key assumptions are made explicit

and subject to robust challenge. Any existing scheme-specific cost benefit estimates based on transport modelling or spreadsheet assessment should be provided if readily available.

Unless agreed otherwise, the Value for Money Statement (VfMS) provides an overall Benefit Cost Ratio (BCR) which compares monetised impacts (such as those in relation to journey time savings and the reduction in accidents) with costs. In purely monetised economic terms, the value for money of a scheme is categorised as follows:

- Very High – BCR greater than 4:1
- High – BCR between 2:1 and 4.1
- Medium – BCR between 1.5:1 and 2:1
- Low – BCR between 1:1 and 1.5:1.

Schemes with at least a “high” value for money assessment (greater than 2:1) have the best chance of being funded; but this does not exclude schemes in the “medium” and “low” categories where there are other significant non-monetised benefits. Therefore, the VfMS does not only consider the directly monetised costs and benefits, as measured by the BCR, but also considers wider appraisal evidence in relation to:

- Wider economic benefits
- Environmental impacts
- Social/distributional impacts.

This means that a scheme with low or medium monetised benefits could still be considered for funding if this wider appraisal evidence provides a compelling case for investment.

Where appropriate, the DfT value for money advice is used to adjust the BCR, using available quantitative and qualitative information in relation to the impact on the environment, wider economy or social groups. It is for the ITE to work with project managers to understand qualitative benefits and ensure that these are reflected in the VfMS. Where there is a conflict between a scheme’s BCR and wider (positive or negative) qualitative impacts, these are reported in the VfMS before any approval recommendations are made. It may also be necessary to consult with key stakeholders, such as the Statutory Environmental Bodies, to ensure that they agree with the technical aspects of the appraisal. The project managers also considers commissioning independent advice from relevant subject experts if necessary.

The ITE recommends approval or amendment of the business case to the LEP, based on the VfMS.

Highways England and Network Rail need to be consulted on any schemes that are located on strategic road or rail networks so that their views on deliverability and impact on the wider network can be considered. In cases where schemes have any impact on train services, the views of relevant Train Operating Companies (TOCs) and DfT (rail) should also be sought.

The business case process ensures that the time and resources invested in making a decision are proportionate to the size of the investment or intervention. The approach is tailored to suit the individual project, reflecting the investment approach or mode of travel

e.g. road, rail, etc. Scheme promoters are required to use the DfT's Transport Business Case and Value for Money guidance.

6.8 Risk Management

With regards to the active management of risk, the principal governance arrangements for the Marches LEP are set out in Diagram 3 (p.11). The Chief Executive supported by the Chair of the PRMC sub-group and Marches LEP Chair is responsible for overall risk management.

The role of the named Project Managers is to provide detailed risk assessments and proposed mitigation strategies. The role of the Marches LEP ITE and EU Technical Assistant is to ensure that each Project Manager retains a pro-active role in identifying, anticipating and mitigating risks. The Marches LEP Secretariat maintains an up-to-date Risk Register, with regular input from the PRMC, on behalf of the Marches LEP Board. As part of its monitoring role, the Board reviews reports on changes to the Risk Register and risk in general, prepared by the PRMC, at every Board meeting. The Marches LEP Scheme of Delegation enables the Board to ensure swift mitigation of identified risks. The overall governance and risk management model is set out in Diagram 4 and noted below.

- **Level 1 (Project management)** Deliver schemes and packages which meet the wider outcomes and impacts that the Marches LEP's SEP wishes to deliver. Each project employs 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 co-ordinated so that there is no conflict or inconsistency between the resource requirements of the teams. Typical co-ordination 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), is 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 is the role of the ITE and the Marches LEP EU Technical Assistants. An important technical task is the provision of advice and guidance to the Level 1 project teams and to act on information received. The PRMC and Board at Level 5 are 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 Marches LEP is aware of the issues that they are facing. The Secretariat has worked with MHCLG, the ITE and Technical Assistant, to develop a Monitoring and Evaluation Plan and 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 Marches LEP Management Team fulfils this role, with findings reported to the Board for consideration.
- **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.

The individual project managers address risk as part of the project management of the scheme. This accords with the requirements of the Assurance Framework and be overseen/supported by the ITE, the Marches EU Technical Assistants (on EU-related projects), PRMC and LEP Core Team officers, ensuring this process is robust and accords with the Board requirements.

6.9 Non-Compliance

There may be exceptional circumstances where the Marches LEP seeks to recover some or all the funding paid to an applicant such as in the case of non-compliance, misrepresentation, underperformance, mismanagement or where there has been a failure to deliver.

In circumstances where an issue has been uncovered, the Marches LEP endeavours to work with the project to seek a resolution, in accordance with the terms of the funding agreement. Where attempts have been made and the Marches LEP is unable to find a solution, the Marches LEP makes recommendations to the PRMC in the form of a report detailing:

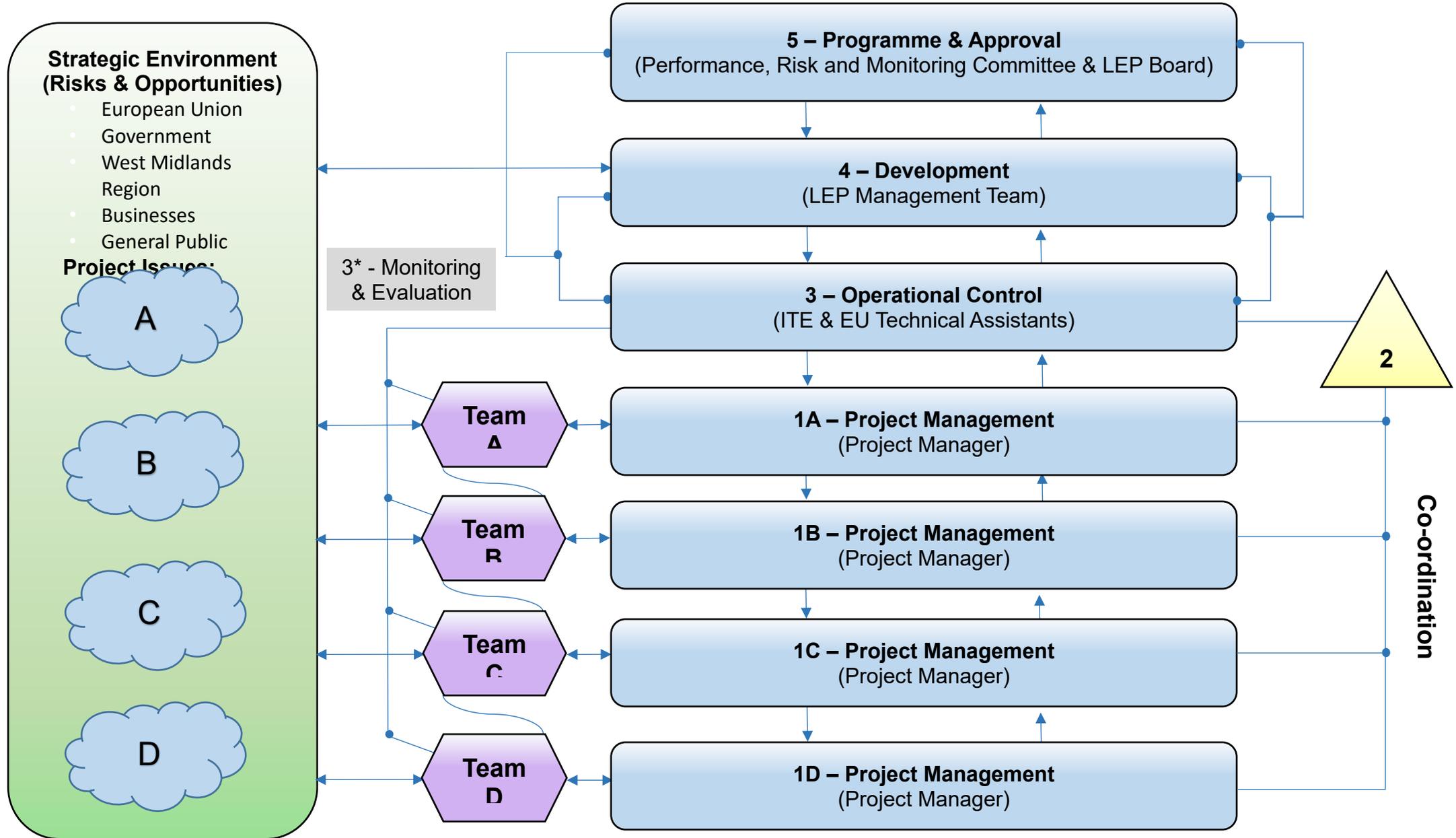
- a. A description of the project/s where concerns have been identified;
- b. The work undertaken to attempt to resolve the issue;
- c. Relevant details including the amount of funding awarded and the sum at risk due to the concerns; and
- d. Where recovery of funds is considered, a legal opinion (from the Accountable Body or independent legal support) which sets out the legal basis for recovery and likelihood of success.

The recommendation and proposed resolution will then be reported to the Marches LEP Board for consideration and approval.

Clawback and termination clauses are included in all grant funding agreements to ensure public monies can be recovered where there is evidence of non-compliance, misrepresentation, underperformance, mismanagement or where there has been a failure to deliver.

Clawback will only be used when other options have been exhausted by the Marches LEP to enable delivery, and where the Board have agreed that this is the appropriate course of action following detailed reports and legal advice. Support from Shropshire Council as Accountable Body will be sought to recover sums or, where there is a conflict of interest, independent legal support will be procured.

Diagram 4 Governance and Risk Management Model



7.0 Appendices

- Appendix 1 – Articles of Association
- Appendix 2 – The Marches LEP Board Terms of Reference
- Appendix 3 – The Marches LEP Management Team Terms of Reference
- Appendix 4 – The Marches LEP Performance, Risk and Monitoring Committee TOR
- Appendix 5 – The Marches Growth Hub Steering Group Terms of Reference
- Appendix 6 – The Marches Skills Advisory Panel Terms of Reference
- Appendix 7 – Hereford Enterprise Zone
- Appendix 8 – The Marches European Structural Investment Funds (ESIF) Committee
- Appendix 9 – The Marches Transport Sub Group Terms of Reference
- Appendix 10 – Telford Land Deal Board Terms of Reference
- Appendix 11 – The Marches Energy Strategy Steering Group Terms of Reference
- Appendix 12 – The Marches LEP Scheme of Delegation
- Appendix 13 – The Marches LEP Programme Monitoring & Assurance Framework
- Appendix 14 – The Marches LEP Enquiries, Comments and Complaints Policy
- Appendix 15 – The Marches LEP Confidential Reporting of Complaints Policy
- Appendix 16 – Whistleblowing Policy
- Appendix 17 – The Marches LEP Equality Statement
- Appendix 18 – The Marches LEP Equality and Diversity Policy
- Appendix 19 – The Marches LEP Code of Conduct & Conflicts of Interests Policy
- Appendix 20 – The Marches LEP Register of Members Interests
- Appendix 21 – The Marches LEP Data Policy
- Appendix 22 – The Marches LEP Gifts and Hospitality Policy
- Appendix 23 – The Marches LEP Expenses Policy
- Appendix 24 – Glossary of Terms

**Appendix 1 Articles of Association – UPDATED SEPARATELY. PLEASE
DISREGARD.**

THE COMPANIES ACT 2006
PRIVATE COMPANY LIMITED BY GUARANTEE
ARTICLES OF ASSOCIATION
OF
THE MARCHES LOCAL ENTERPRISE PARTNERSHIP LIMITED (the "Company")
(Adopted by special resolution passed on 21 May 2019)

Interpretation, objects and limitation of liability

1. INTERPRETATION

1.1. In these Articles, unless the context otherwise requires:

Accountable Body: means Shropshire Council or such other local authority from time to time having responsibility for overseeing the proper administration of financial affairs within the LEP Area when these relate to public funds;

- Act: means the Companies Act 2006;
- AGM: has the meaning given to it in article 27;
- Articles: means the Company's articles of association for the time being in force;
- Assurance Framework: means the local assurance framework adopted by the Company from time to time in accordance with the requirements of the government's national assurance framework;
- Bankruptcy: includes insolvency proceedings in a jurisdiction other than England and Wales or Northern Ireland which have an effect similar to that of bankruptcy;
- Business Board Director: means the chairs of the three business boards in the LEP Area, being the Herefordshire Business Board, the Shropshire Business Board and the Telford Business Board;
- Business Day: means any day (other than a Saturday, Sunday or public holiday in England) when banks in London are open for business;
- Chair: has the meaning given to it in article 14.1;
- Conflict: means a situation in which a director has or can have, a direct or indirect interest that conflicts or possibly may conflict, with the interests of the Company;
- Director: means a director of the Company and includes any person occupying the position of director, by whatever name called;
- Document: includes, unless otherwise specified, any document sent or supplied in electronic form;
- Electronic form: has the meaning given in section 1168 of the Act;
- Eligible Director: means a director who would be entitled to vote on the matter at a meeting of directors (but excluding in relation to the authorisation of a Conflict pursuant to Article 15, any director whose vote is not to be counted in respect of the particular matter);

- Enterprise Zone Director: means the chair for the time being of the Herefordshire Enterprise Zone and/or the chairs of such other enterprise zone(s) existing in the LEP Area from time to time;
- LEP Area: means Herefordshire, Shropshire and Telford and Wrekin or such other geographical area as is assigned to the Company by government from time to time;
- Member: means a person whose name is entered in the Register of Members of the Company and Membership shall be construed accordingly;
- Model Articles: means the model articles for private companies limited by guarantee contained in Schedule 2 of the Companies (Model Articles) Regulations 2008 (SI 2008/3229) as amended prior to the date of adoption of these Articles;
- Objects: has the meaning given to it in article 2.1 and object shall mean any one of them;
- Ordinary resolution: has the meaning given in section 282 of the Act;
- Private Sector Director: means a natural person working or connected with the private sector who has the characteristics that are set out in the Assurance Framework;
- Public Sector Director: means the leaders for the time being of the Public Sector Members;
- Public Sector Member: means the administrative councils within the LEP Area, being at the date of the adoption of these Articles Herefordshire Council, Shropshire Council and Telford and Wrekin Council;
- Scheme of Delegation: has the meaning given to it in article 7.2;
- secretary: means the secretary of the Company and any other person appointed to perform the duties of the secretary of the Company, including a joint, assistant or deputy secretary;
- special resolution: has the meaning given in section 283 of the Act;
- subsidiary: has the meaning given in section 1159 of the Act;
- writing: means the representation or reproduction of words, symbols or other information in a visible form by any method or combination of methods, whether sent or supplied in electronic form or otherwise.

1.2. Save as otherwise specifically provided in these Articles, words and expressions which have particular meanings in the Act shall have the same meanings in these Articles.

1.3. Headings in these Articles are used for convenience only and shall not affect the construction or interpretation of these Articles.

1.4. A reference in these Articles to an article is a reference to the relevant article of these Articles unless expressly provided otherwise.

1.5. Unless expressly provided otherwise, a reference to a statute or statutory provision shall include any subordinate legislation from time to time made under that statute or statutory provision.

1.6. Any word following the terms including, include, in particular, for example or any similar expression shall be construed as illustrative and shall not limit the sense of the words preceding those terms.

1.7. The Model Articles shall not apply to the Company.

2. OBJECTS

2.1. The objects for which the Company is established (Objects) are:

2.1.1. to stimulate economic growth, productivity, employment, community development, job creation, inward investment, training and development, and commerce in the LEP Area; and

2.1.2. to promote the LEP Area positively at regional, national, European and international levels on matters affecting its economic development.

3. POWERS

3.1. In pursuance of the Objects, the Company has the powers to:

3.1.1. do all such things which in the opinion of the directors are in the best interests of the Company and its Members; and

3.1.2. do all such other lawful things as are incidental or conducive to the pursuit or to the attainment of any of the Objects.

4. INCOME

4.1. The income and property of the Company from wherever derived shall be applied solely in promoting the Objects.

4.2. No distribution shall be paid or capital otherwise returned to the Members in cash or otherwise. Nothing in these Articles shall prevent any payment in good faith by the Company of:

4.2.1. reasonable and proper remuneration to any Member, officer or servant of the Company for any services rendered to the Company;

4.2.2. any interest on money lent by any Member or any director at a reasonable and proper rate;

4.2.3. reasonable and proper rent for premises demised or let by any Member or director; or

4.2.4. reasonable out-of-pocket expenses properly incurred by any director.

5. WINDING UP

On the winding-up or dissolution of the Company, after provision has been made for all its debts and liabilities, any assets or property that remains available to be distributed or paid, shall not be paid or distributed to the Members but shall be transferred to similar bodies or another body with objects similar to those of the Company within the LEP Area or as directed by the government department then responsible for local enterprise partnerships.

6. GUARANTEE

6.1. The liability of each Member is limited to £1.00, being the amount that each Member undertakes to contribute to the assets of the Company in the event of its being wound up while he is a Member or within one year after he ceases to be a Member, for

6.1.1. payment of the Company's debts and liabilities contracted before he ceases to be a Member;

6.1.2. payment of the costs, charges and expenses of the winding up; and

6.1.3. adjustment of the rights of the contributories among themselves.

Directors: general

7. DIRECTORS' GENERAL AUTHORITY AND CONDUCT

7.1. Subject to these Articles, directors are responsible for the management of the Company's business and may exercise all the powers of the Company accordingly.

7.2. Each of the directors shall use their reasonable endeavours to procure that decisions of the Company are carried out in accordance with the Assurance Framework and any scheme of delegation for the time being and adopted by the Company contained in the Assurance Framework (Scheme of Delegation). In particular, the directors shall ensure that the rights of consultation and engagement reserved to the Public Sector Members as set out in the Assurance Framework are upheld.

7.3. Subject always to the Act, in their conduct of the Company's business the directors shall at all times:

7.3.1. conduct themselves in a professionally responsible manner;

7.3.2. have due regard to all confidentiality obligations concerning the Company's business;

7.3.3. observe the seven principles as set out by The Committee on Standards in Public Life (as amended from time to time); and

7.3.4. comply with the provisions of the Assurance Framework.

8. DIRECTORS MAY DELEGATE

8.1. Subject to the Articles:

8.1.1. the board of directors may delegate any of the powers which are conferred on them under the Articles and which are in line with the Assurance Framework:

i. to such person or committee;

ii. by such means (including power of attorney);

iii. to such an extent;

iv. in relation to such matters or territories; and

v. on such terms and conditions;

as they think fit.

8.1.2. the board of directors may revoke any delegation in whole or part, or alter its terms and conditions.

9. COMMITTEES AND SUB-BOARDS

The rules of procedure for all or any committees and sub-boards shall be as set out in the Assurance Framework.

Directors: decision-making

10. DIRECTORS TO TAKE DECISIONS COLLECTIVELY

10.1. The directors shall endeavour to reach consensus on all decisions.

10.2. Subject to provisions to the contrary in these Articles and in the absence of consensus amongst the directors, the general rule about decision-making by directors is that any decision of the directors must be a majority decision taken in one of the following ways (or a unanimous decision taken in accordance with article 11):

10.2.1. on show of hands at a meeting of the directors; or

10.2.2. by written resolution, copies of which have been signed by a majority of the Eligible Directors or to which a majority of the Eligible Directors have otherwise indicated agreement in writing.

10.3. A decision may not be taken in accordance with this article 10 if the Eligible Directors purporting to take the decision would not have formed a quorum had the decision taken place in a meeting.

11. UNANIMOUS DECISIONS

11.1. Only to be used on approval from the Chair, a decision is taken in accordance with this article 11 when all Eligible Directors indicate to each other by email response or by any other electronic means that they share a common view on a matter.

11.2. A decision may not be taken in accordance with this article 11 if the Eligible Directors purporting to take the decision would not have formed a quorum had the decision taken place in a meeting.

12. DIRECTORS' MEETINGS

12.1. Directors' meetings shall take place at approximately every two months.

12.2. Notwithstanding the provisions of article 12.1 meetings of the directors are called by the Chair or Deputy Chair by giving not less than 10 Business Days' notice of the meeting to the directors or by authorising the secretary (if any) to give such notice.

12.3. A director who is absent from the UK and who has no registered address in the UK shall not be entitled to notice of the directors' meeting.

13. QUORUM FOR DIRECTORS' MEETINGS

13.1. At a meeting of the directors, unless a quorum is participating, no proposal is to be voted on, except a proposal to call another meeting.

13.2. The quorum for the transaction of business at a meeting of directors is any seven Eligible Directors, which must include five Private Sector Directors and two Public Sector Directors.

13.3. If the total number of directors in office for the time being is less than the quorum required, the directors must not take any decision other than a decision to appoint further directors.

13.4. If neither the Chair nor the Deputy Chair is available the meeting will be declared inquorate, irrespective of the number of other attendees.

14. CHAIRING OF DIRECTORS MEETINGS AND APPOINTMENT OF DEPUTY CHAIR

14.1. The Company shall have at all times appointed a chairperson, who shall be a Private Sector Director and who shall be appointed in accordance with the process set out in the Assurance Framework and the person so appointed for the time being is the Chair.

14.2. The Private Sector Directors may appoint a Private Sector Director to act as a deputy to the Chair (Deputy Chair) in accordance with the process set out in the Assurance Framework for such purposes as the directors may determine.

14.3. If neither the Chair nor the Deputy Chair are participating in a meeting of directors within fifteen minutes of the time at which it was due to start, the directors must elect one of themselves to chair it.

14.4. Subject to clause 14.5 and clause 21.3, a Chair or Deputy Chair (as applicable) shall be appointed for periods of no more than three years, such appointment ending at the board meeting falling closest to the third anniversary of their appointment (or re-appointment). Unless otherwise determined by special resolution, the Chair or Deputy Chair (as applicable) shall be entitled to put themselves forward for re-election for a further period of three years provided that no Chair or Deputy Chair shall be able to serve more than six years in their respective role.

14.5. The terms of office for the first directors of the Company (including for the Chair and Deputy Chair) shall be deemed to include the period of appointment prior to the incorporation of the Company in which they were appointed to the board of the unincorporated Marches Local Enterprise Partnership.

14.6. Where the Chair puts him or herself forward for re-election, such election shall occur at the board meeting at which their board appointment ends in accordance with article 14.4.

14.7. In the case of the Deputy Chair, they shall be re-elected in accordance with the Assurance Framework or in the absence of such arrangements, as the Private Sector Directors shall between themselves agree.

15. CASTING VOTE

15.1. If the numbers of votes for and against a proposal at a meeting of directors are equal, the Chair or Deputy Chair (as applicable) has a casting vote.

15.2. But this does not apply in respect of a particular meeting (or part of a meeting) if, in accordance with the Articles, the Chair or Deputy Chair chairing the meeting is not an Eligible Director for the purposes of that meeting (or part of a meeting).

16. DIRECTORS' CONFLICTS OF INTEREST

Without prejudice to the provisions of the Act, the directors must at all times comply with any conflict of interest policy for the time being included in the Assurance Framework in relation to any Conflict.

17. RECORDS OF DECISIONS TO BE KEPT

Where decisions of the directors are taken by electronic means, such decisions shall be recorded by the directors in permanent form, so that they may be read with the naked eye.

18. DIRECTORS' DISCRETION TO MAKE FURTHER RULES

Subject to these articles, the directors may make any rule which they think fit about how they and any committees formed by them take decisions, and about how such rules are to be recorded or communicated to directors.

Directors: numbers and appointment

19. NUMBER OF DIRECTORS

The Company shall aspire to have appointed to the board the number of directors set out in the Assurance Framework.

20. APPOINTMENT OF DIRECTORS

20.1. The board of directors shall be composed of Private Sector Directors and Public Sector Directors. The board members of the unincorporated Marches Local Enterprise Partnership shall upon incorporation be the first directors of the Company.

20.2. Upon a vacancy arising for a Private Sector Director, such appointment shall take place in accordance with the open recruitment exercise set out in the Assurance Framework.

20.3. Public Sector Directors shall be appointed in accordance with the process set out in the Assurance Framework.

21. RETIREMENT OF DIRECTORS

21.1. Private Sector Directors who are not Business Board Directors or Enterprise Zone Directors shall retire from office from the end of the second anniversary of their appointment. Subject to articles 21.2 and 21.4, such retiring Private Sector Director shall be eligible for re-election by the Members at the next general meeting.

21.2. A retiring Private Sector Director who is not a Business Board Director or an Enterprise Zone Director shall, subject to article 21.4, be eligible for re-election for further periods of two years.

21.3. Business Board Directors and Enterprise Zone directors shall retire from office on the earlier of:

21.3.1 the date on which the relevant director ceases to be a Business Board Director or Enterprise Zone Director (as the case may be); and

21.3.2 the sixth anniversary of their appointment unless the Members resolve to extend the terms by such further period as they shall determine following a review of the ongoing requirements of the company.

21.4. Subject to clause 21.3 any Private Sector Director (including the Chair and Deputy Chair) who shall have served for a total term of six years shall not be entitled to be re-elected.

22. DISQUALIFICATION AND REMOVAL OF DIRECTORS

22.1. A person ceases to be a director as soon as:

22.1.1. that person ceases to be a director by virtue of any provision of the Act or these Articles or he becomes prohibited by law from being a director;

22.1.2. that person shall for more than six months have been absent without permission of the directors from meetings of directors held during that period and the directors resolve that that person’s office be vacated;

22.1.3. a Bankruptcy order is made against that person;

22.1.4. a composition is made with that person’s creditors generally in satisfaction of that person’s debts;

22.1.5. notification is received by the company from the director that the director is resigning from office, and such resignation has taken effect in accordance with its terms;

22.1.6. two-thirds of the board of directors resolve that the person has failed to conduct themselves in accordance with article 7 and should as a consequence be removed from office; or

22.1.7. in the case of a Public Sector Director, they cease for any reason to be a leader of the relevant local authority or, where the Public Sector Director is an employee of an authority, when that director ceases for any reason to be an employee.

22.2. Save where a director is a Public Sector Director, a director shall upon ceasing to be a director shall at the same time cease to be a Member.

Directors: alternate directors and miscellaneous

23. APPOINTMENT AND REMOVAL OF ALTERNATES

23.1. Public Sector Directors (other than an alternate Public Sector Director) may appoint as an alternate the elected member from his or her Public Sector Member holding the position of the portfolio holder for economic development (or such equivalent position with responsibility for matters of growth and economic development), or any other person approved by resolution of the directors, to:

23.1.1. exercise that director’s powers; and

23.1.2. carry out that director’s responsibilities,

in relation to the taking of decisions by the directors in the absence of the alternate's appointor.

23.2. Any appointment or removal of an alternate must be effected by notice in writing to the Company signed by the appointor, or in any other manner approved by the directors.

23.3. The notice must:

23.3.1. identify the proposed alternate; and

23.3.2. in the case of a notice of appointment, contain a statement signed by the proposed alternate that the proposed alternate is willing to act as the alternate of the director giving the notice.

24. SECRETARY

The directors may appoint any person who is willing to act as the secretary for such term, at such remuneration and upon such conditions as they may think fit and from time to time remove such person and, if the directors so decide, appoint a replacement, in each case by a decision of the directors.

Members: becoming and ceasing to be a Member

25. MEMBERSHIP

25.1. Membership of the Company shall be comprised of:

25.1.1. all directors save for the Public Sector Directors; and

25.1.2. the Public Sector Members.

25.2. A Public Sector Member shall be entitled to appoint a Public Sector Director to act as its representative in accordance with the provisions set out in these Articles and the Assurance Framework.

26. TRANSFER OF MEMBERSHIP

Membership shall not be transferable.

Decision making by Members: general meetings

27. ANNUAL GENERAL MEETING

The Company shall hold an annual general meeting (AGM) at least once every calendar year to be held within the LEP Area and which shall be open to the general public save for items that are determined by the Chair to be commercially sensitive

28. ATTENDANCE AND SPEAKING AT GENERAL MEETINGS

28.1. A person is able to exercise the right to speak at a general meeting when that person is in a position to communicate to all those attending the meeting, during the meeting, any information or opinions which that person has on the business of the meeting.

28.2. A Member is able to exercise the right to vote at a general meeting when:

28.2.1. that Member is able to vote, during the meeting, on resolutions put to the vote at the meeting; and

28.2.2. that Member's vote can be taken into account in determining whether or not such resolutions are passed at the same time as the votes of all the other Members attending the meeting.

28.3. The directors may make whatever arrangements they consider appropriate to enable those Members attending a general meeting to exercise their rights to speak or vote at it.

28.4. In determining attendance at a general meeting, it is immaterial whether any two or more Members attending it are in the same place as each other.

29. QUORUM FOR GENERAL MEETINGS

29.1. No business other than the appointment of the chairman of the meeting is to be transacted at a general meeting if the persons attending it do not constitute a quorum.

29.2. The quorum for a general meeting is seven Members and of these Members, five must be Private Sector Directors and two must be Public Sector Directors.

30. CHAIRING GENERAL MEETINGS

30.1. The Chair or, in his or her absence, the Deputy Chair shall preside as chair of every general meeting.

30.2. If neither the Chair nor the Deputy Chair is present within fifteen minutes after the time appointed for holding the meeting and willing to act, the directors must appoint one from their number to chair the meeting.

31. ATTENDANCE AND SPEAKING BY NON-MEMBERS

The Chair of the meeting may permit other persons who are not Members of the Company to attend and speak at a general meeting and, in the case of an AGM, the Chair of the meeting is obliged to permit such other persons who are not Members of the Company to speak.

32. ADJOURNMENT

32.1. If the persons attending a general meeting within half an hour of the time at which the meeting was due to start do not constitute a quorum, or if during a meeting a quorum ceases to be present, the chair of the meeting must adjourn it.

32.2. The chair of the meeting may adjourn a general meeting at which a quorum is present if:

32.2.1. the meeting consents to an adjournment; or

32.2.2. it appears to the chair of the meeting that an adjournment is necessary to protect the safety of any person attending the meeting or ensure that the business of the meeting is conducted in an orderly manner.

32.3. The chair of the meeting must adjourn a general meeting if directed to do so by at least 50% of the Members present at the meeting.

32.4. When adjourning a general meeting, the chair of the meeting must:

32.4.1. either specify the time and place to which it is adjourned or state that it is to continue at a time and place to be fixed by the directors; and

32.4.2. have regard to any directions as to the time and place of any adjournment which have been given by the meeting.

32.5. If the continuation of an adjourned meeting is to take place more than 14 days after it was adjourned, the Company must give at least 7 clear days' notice of it (that is, excluding the day of the adjourned meeting and the day on which the notice is given):

32.5.1. to the same persons to whom notice of the company's general meetings is required to be given; and

32.5.2. containing the same information which such notice is required to contain.

32.6. No business may be transacted at an adjourned general meeting which could not properly have been transacted at the meeting if the adjournment had not taken place.

Voting at general meetings

33. VOTING: GENERAL

Without prejudice to any other provision of these Articles, a resolution put to the vote of a general meeting must be decided on a show of hands unless a poll is duly demanded in accordance with the Articles.

34. ERRORS AND DISPUTES

34.1. No objection may be raised to the qualification of any person voting at a general meeting except at the meeting or adjourned meeting at which the vote objected to is tendered, and every vote not disallowed at the meeting is valid.

34.2. Any such objection must be referred to the chair of the meeting whose decision is final.

35. POLL VOTES

35.1. A poll on a resolution may be demanded:

35.1.1. in advance of the general meeting where it is to be put to the vote; or

35.1.2. at a general meeting, either before a show of hands on that resolution or immediately after the result of a show of hands on that resolution is declared.

35.2. A poll may be demanded by:

35.2.1. the chair of the meeting;

35.2.2. the directors;

35.2.3. two or more persons having the right to vote on the resolution; or

35.2.4. a person or persons representing not less than one tenth of the total voting rights of all the Members having the right to vote on the resolution.

35.3. A demand for a poll may be withdrawn if:

35.3.1. the poll has not yet been taken; and

35.3.2. the chair of the meeting consents to the withdrawal.

35.4. Polls must be taken immediately and in such manner as the chair of the meeting directs.

36. CONTENT OF PROXY NOTICES

36.1. Proxies may only validly be appointed by a notice in writing (a "proxy notice") which:

36.1.1. states the name and address of the Member appointing the proxy;

36.1.2. identifies the person appointed to be that Member's proxy and the general meeting in relation to which that person is appointed;

36.1.3. is signed by or on behalf of the Member appointing the proxy, or is authenticated in such manner as the directors may determine; and

36.1.4. is delivered to the company in accordance with the Articles and any instructions contained in the notice of the general meeting to which they relate.

36.2. The company may require proxy notices to be delivered in a particular form, and may specify different forms for different purposes.

36.3. Unless a proxy notice indicates otherwise, it must be treated as:

- 36.3.1. allowing the person appointed under it as a proxy discretion as to how to vote on any ancillary or procedural resolutions put to the meeting; and
- 36.3.2. appointing that person as a proxy in relation to any adjournment of the general meeting to which it relates as well as the meeting itself.

37. DELIVERY OF PROXY NOTICES

- 37.1. A person who is entitled to attend, speak or vote (either on a show of hands or on a poll) at a general meeting remains so entitled in respect of that meeting or any adjournment of it, even though a valid proxy notice has been delivered to the Company by or on behalf of that person.
- 37.2. An appointment under a proxy notice may be revoked by delivering to the Company a notice in writing given by or on behalf of the person by whom or on whose behalf the proxy notice was given.
- 37.3. A notice revoking a proxy appointment only takes effect if it is delivered before the start of the meeting or adjourned meeting to which it relates.
- 37.4. If a proxy notice is not executed by the person appointing the proxy, it must be accompanied by written evidence of the authority of the person who executed it to execute it on the appointor's behalf.

38. AMENDMENTS TO RESOLUTIONS

- 38.1. An ordinary resolution to be proposed at a general meeting may be amended by ordinary resolution if:
 - 38.1.1. notice of the proposed amendment is given to the Company in writing by a person entitled to vote at the general meeting at which it is to be proposed not less than 48 hours before the meeting is to take place (or such later time as the chairman of the meeting may determine); and
 - 38.1.2. the amendment does not go beyond what is necessary to correct a grammatical or other non-substantive error in the resolution.
- 38.2. If the chair of the meeting, acting in good faith, wrongly decides that an amendment to a resolution is out of order, the chair's error does not invalidate the vote on that resolution.

Administrative arrangements

39. MEANS OF COMMUNICATION TO BE USED

- 39.1. Any notice, document or other information shall be deemed served on or delivered to the intended recipient:
 - 39.1.1. if properly addressed and sent by prepaid United Kingdom first class post to an address in the United Kingdom, 48 hours after it was posted (or five Business Days after posting either to an address outside the United Kingdom or from outside the United Kingdom to an address within the United Kingdom, if (in each case) sent by reputable international overnight courier addressed to the intended recipient, provided that delivery in at least five Business Days was guaranteed at the time of sending and the sending party receives a confirmation of delivery from the courier service provider);
 - 39.1.2. if properly addressed and delivered by hand, when it was given or left at the appropriate address;
 - 39.1.3. if properly addressed and sent or supplied by electronic means, one hour after the document or information was sent or supplied; and

39.1.4. if sent or supplied by means of a website, when the material is first made available on the website or (if later) when the recipient receives (or is deemed to have received) notice of the fact that the material is available on the website.

For the purposes of this article, no account shall be taken of any part of a day that is not a Business Day.

39.2. In proving that any notice, document or other information was properly addressed, it shall suffice to show that the notice, document or other information was addressed to an address permitted for the purpose by the Act.

40. INDEMNITY AND INSURANCE

40.1. Subject to article 40.2, but without prejudice to any indemnity to which a relevant officer is otherwise entitled:

40.1.1. each relevant officer shall be indemnified out of the Company's assets against all costs, charges, losses, expenses and liabilities incurred by him as a relevant officer in the actual or purported execution and/or discharge of his duties, or in relation to them including any liability incurred by him in defending any civil or criminal proceedings, in which judgment is given in his favour or in which he is acquitted or the proceedings are otherwise disposed of without any finding or admission of any material breach of duty on his part or in connection with any application in which the court grants him, in his capacity as a relevant officer, relief from liability for negligence, default, breach of duty or breach of trust in relation to the Company's (or any associated company's) affairs; and

40.1.2. the Company may provide any relevant officer with funds to meet expenditure incurred or to be incurred by him in connection with any proceedings or application referred to in article 40.1.1 and otherwise may take any action to enable any such relevant officer to avoid incurring such expenditure.

40.2. This article does not authorise any indemnity to the extent that such indemnity would be prohibited or rendered void by any provision of the Act or by any other provision of law and any such indemnity is limited accordingly.

40.3. The directors may decide to purchase and maintain insurance, at the expense of the Company, for the benefit of any relevant officer in respect of any relevant loss.

40.4. In this article:

40.4.1. companies are associated if one is a subsidiary of the other or both are subsidiaries of the same body corporate; and

40.4.2. a relevant loss means any loss or liability which has been or may be incurred by a relevant officer in connection with that relevant officer's duties or powers in relation to the Company, any associated company or any pension fund or employees' share scheme of the Company or associated company; and

40.4.3. a relevant officer means any director or other officer or former director or other officer of the Company, but excluding in each case any person engaged by the Company (or associated company) as auditor (whether or not he is also a director or other officer), to the extent he acts in his capacity as auditor.

Appendix 2 The Marches LEP Board Terms of Reference – **UPDATED **SEPARATELY. PLEASE DISREGARD.****

Roles and Responsibilities

- Set the overarching vision and strategy for economic growth in the Local Enterprise Partnership (LEP) area, including key priorities for investment, and develop and review strategic policy.
- Agree the Marches LEP Strategic Economic Plan, Local Industrial Strategy and ESIF Strategy, Growth Deal, Skills Plan and other required strategies produced by the LEP.
- Determine the operating structure and governance arrangements of the LEP including making appointments to the Board and relevant LEP sub-groups.
- Oversee LEP Programme Management including information monitoring arrangements.
- Allocate LEP revenue and capital spend relating to the delivery of the LEP Economic Plan.
- Champion the Marches as a business investment location.
- The Board may delegate specific functions (or parts of functions) to other groups or individuals. However, the Board will retain overall responsibility for these functions even when they delegate responsibility for delivery.

Board Membership

- Currently, the LEP Board has fifteen members: eleven Private Sector members, one Voluntary and Community Sector Member and three Council leaders representing the three administrative authorities within the partnership. Board membership, including consideration to increase the number of members, is reviewed annually.
- The business of the partnership shall be conducted by its members sitting as a Board and meeting on a regular basis. The current Board comprises:

Sector	Name	Job Title and Organisation
Private Sector Chair	Mandy Thorn MBE DL	Managing Director, Marches Care Ltd
3 Area Business Board Chairs	Frank Myers MBE	Chair of Herefordshire Business Board
	Paul Bennett	Chair of Shropshire Business Board
	Paul Hinkins	Chair of Telford Business Board
Enterprise Zone	Andrew Manning Cox	Chair of Hereford Enterprise Zone
Higher Education	Dr Catherine Baxter	University Secretary, Harper Adams University
Food & Drink/Agri Tech	Christine Snell	Business Partner, AJ & CI Snell
Community & Voluntary Sector	Sonia Roberts	Chair of Performance, Risk and Monitoring Committee
Financial/Professional Services	Paul Kalinauckas	Access to Finance Champion
16-18 Skills & Workforce Development	James Staniforth	Principal and CEO, Shrewsbury Colleges Group & Chair of Skills Advisory Panel
Construction	Ruth Shepherd	Founding Director, Results Communications Ltd
Manufacturing	Sara Williams	Marketing Manager, Protolabs
3 Local Authority Leaders	Cllr David Hitchiner (Alternate - Cllr Ellie Chowns)	Leader of Herefordshire Council
	Cllr Peter Nutting (Alternate - Cllr Steve Charmley)	Leader of Shropshire Council
	Cllr Shaun Davies (Alternate - Cllr David Wright)	Leader of Telford and Wrekin Council

Board membership list updated April 2020

- The Council Leaders are determined by the three administrative authorities.

- The Chairs of the three Area Business Boards will be elected by their own Business Board Membership in accordance with their constitution/Terms of Reference. They can serve on the LEP Board for a maximum of six years.
- The Chair of the Enterprise Zone will be elected by the Board of the Enterprise Zone in accordance with their constitution/terms of Reference. He or she can serve on the LEP Board for a maximum of six years.
- The initial term of office for Private and Voluntary Sector members is two years. At the end of their two-year office, the Chair, in consultation with the Board members, may re-invite the Private and Voluntary Sector members to serve a further two years; they can serve a maximum of six years on the Board.
- To note at the end of a six-year term a LEP Board member does not automatically have to stand down but they will be subject to an annual review by the LEP Board Appointments Panel from that time onwards. See the section on Board Member recruitment for detail.
- The Board may establish Task and Finish groups, or committees as may be necessary to facilitate the conduct of its business.
- The Board shall meet bi-monthly in accordance with a timetable of identified dates and/or at such a 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.
- The Chair may call a meeting of the Board at any time, giving not less than seven days' notice. Such notice shall be in writing and shall be left with, sent by post 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 Chair, after ascertaining the views of members, shall have the power to act on behalf of the LEP, 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 (Council Leaders accompanied by one senior officer);
- The LEP Chief Executive (accompanied by such members of staff that may be required to support them in this role) and;
- Where expert input is required for a discussion item, Department for Business, Energy and Industrial Strategy (BEIS) or Ministry of Housing, Communities and Local Government (MHCLG) representatives, Local Authority senior officers and other advisors/observers/ partners can attend and present information by resolution of the Board or at the request of the Chair.

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

Apologies for Absence

- Members who cannot attend a meeting should give their apologies to the LEP Chief Executive.
- Local Authority members who cannot attend a meeting may be represented by a named substitute of no lower than Cabinet Member/Portfolio Holder status.

Board Papers

- Papers for Board meetings will be kept electronically and be made available to members at least five working days before the meeting. Non-Confidential papers will also be published within 10 clear working days of the meeting taking place on the LEP's website.
- Board Members wishing to place items onto the Board meeting agenda should notify the LEP Chief Executive for consideration of inclusion on the agenda, at least ten working days prior to the meeting. The LEP Chief Executive shall keep a list of notified items. The Chair will be responsible for managing the size of the agenda for each meeting and will have the final decision on inclusion of notified agenda items.

Board Chair Responsibilities

The Chair of the Board is primarily responsible to ensure that the Board is effective in its tasks of setting and implementing the strategic direction of the Marches LEP and meeting Government requirements with regards to accountability and public finance. Other main responsibilities include:

- providing leadership to the Board;
- taking responsibility for the Board's composition and development;
- ensuring proper and timely information for the Board;
- planning and conducting Board meetings effectively;
- getting all directors involved in the Board's work;
- ensuring the board focuses on its key tasks;
- engaging the Board in assessing and improving its performance;
- overseeing the induction and development of directors; and
- supporting the Marches LEP Chief Executive.

Recruitment of LEP Chair and Deputy Chair(s)

- The Private Sector LEP Chair will be recruited by open recruitment.
- The Chair will be selected by an appointments panel, members of which will be agreed by the Board members.
- The Chair's initial appointment will be for three years. At the end of three years in office, the Chair can seek re-election by the LEP Board Members. Election of the Chair shall be undertaken by vote. The Chair can seek re-election only once, so can serve a maximum of six years.

- A non-Local Authority Deputy Chair(s) will be sought by nominations by the Chair and appointed by the Board to support the Chair for a period of up to two years and cover for them when not available. At the end of two years in office, the Deputy Chair can seek re-election by the LEP Board Members. Election of the Deputy Chair shall be undertaken by vote. The Deputy Chair can seek re-election only twice, so can serve a maximum of six years. The Deputy Chair is not a successive position.
- The Chair shall preside over any meetings of the Board. If the Chair is absent, the Deputy Chair will chair the meeting.

Recruitment of Board members

- Board members will be recruited by open recruitment which will include adverts in the local press and on the LEP and Council websites.
- The Chair will set up a Board Member Appointments Panel which will comprise of at least three Board Members plus the Chair and it will meet in the February of each year. This panel will review:
 - a) the experience and knowledge in the existing Board Members and whether this addresses the needs of the Marches LEP economy e.g. skills, key sectors, housing, infrastructure;
 - b) the gender balance and the geographical representation plus the Board members rotation;
 - c) take account of any Board Members who have indicated they wish to stand down.
- This Appointments Panel will then make a recommendation to the next LEP Board on a timetable for recruiting new Board Members and the process through which the posts will be advertised and the skill sets and experience that will be targeted in the advert. If appropriate they will also make a recommendation on whether any Board Members who have served more than six years can be reappointed or need to stand down and be replaced through the open recruitment process.

Quorum

- No business will be transacted at a meeting of the Board unless at least seven members of the Board are present, at least five of whom shall be Private Sector members.
- If such 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. Should a consensus not be reached, a vote will be taken. Only Board members are entitled to vote. If 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. It will be at the Chair's discretion as to whether observers/advisors should leave the room when voting takes place. 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 Chair of the meeting will have the casting vote.
- Voting shall be by such means as may be agreed by the members present, provided that, before a meeting, the Chairman or any member may request a vote be taken by a show of hands on any resolution or business.
- In order to enable the LEP to progress its business in an efficient manner, the Board can progress its business by using written procedure. This may be used where substantial new information is only made available at a Board meeting or a consultation on Government policy issues where responses are required prior to the next meeting. In these cases, the Chief Executive will arrange for members to be sent an email notification which identifies the following:
 - The date of the proposal and date that responses are required by;
 - The name of the person making or putting forward the proposal/decision;
 - Details of the proposal.

Two working days after the close of responses, the LEP Chief Executive will arrange for members to be notified of:

- Responses received;
- Any mitigating action taken to address members' stated views or concerns;
- The date when any decision reached comes into effect.

If a decision is required, the voting rules are the same as those for a decision taken in a meeting, however, on an electronic vote, a unanimous response will be required to enable a decision to carry. If the vote is not unanimous, the Board will need to be reconvened. Electronic voting will be used sparingly and only at the Chair's discretion.

Minutes

- Minutes of Board meetings will be drawn up and kept electronically. The draft minutes shall be made available to Board members within five working days of the meeting and be submitted to the next meeting for approval as to their accuracy. The minutes as approved by the Board 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 LEP 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, non-confidential agendas, papers and minutes via the LEP website;
 - b) Hold an Annual General Meeting and produce an Annual Report;
 - c) Hold open events for discussion and engagement with the Private Sector and other stakeholders to monitor and discuss aspects of the Work Programme and progress at such time and place as the Board may from time to time determine;
 - d) Share other details of the key practices and standards of the Marches LEP through its Accountability and Assurance Framework published on the Marches LEP website.

Confidentiality of Information

- Notwithstanding the requirements of the Data Protection and Freedom of information Acts, as a 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 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 LEP and disclosure would prejudice those consultations, negotiations or legal proceedings.
- Members and officers of the LEP shall treat all information held by the LEP in confidence, except in the case of information contained or included in a public document, or unless the LEP resolves otherwise.

Code of Conduct for Marches LEP Board Members and Officers

- The Code of Conduct and Conflicts of Interest Policy for Marches LEP Board members and officers has been adopted to show members' commitment to operate in as open a way as is possible, whilst maintaining the highest standards of conduct for such a Partnership.
- The core provisions of the Code are detailed below and apply equally to each member of the Board; this includes when they are acting as members of a committee or group established by the Board.
- 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.

Pecuniary Interests – Conduct of Board Business

Members of the Board will:

- a) Support the aims and objectives of the LEP and promote the interests of the within their business community;
- b) Work co-operatively with other Board Members, secretariat and officers in the best interests of the LEP;
- c) Actively support equal opportunities in the work of the LEP and make provision for it within the Board Plan (The Marches LEP Equality and Diversity Policy is available on the LEP website);
- d) Acknowledge that as an individual member they have no legal authority outside meetings of the Marches LEP 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 they do as a member of the Marches LEP Board;
- h) Avoid putting themselves in a position where there is a conflict (actual or potential) between their personal interests and those of the Marches LEP Board (See Board members' conflicts of interest below);
- i) Acknowledge that differences of opinion may arise in discussion but once a decision has been made by the Marches LEP Board, to support the decision;
- j) Base their views on matters before the Marches LEP 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 Marches LEP 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 Marches LEP 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.

Board Members' Conduct

All business of the Partnership will be conducted in accordance with The Seven Principles of Public Life, as defined by the Committee for Standards in Public Life. They are:

1. **Selflessness:** Holders of public office should act solely in terms of the public interest.
2. **Integrity:** Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
3. **Objectivity:** Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
4. **Accountability:** Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
5. **Openness:** Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for doing so.
6. **Honesty:** Holders of public office should be truthful.
7. **Leadership:** Holders of public office should exhibit these principles in their own behavior. They should actively promote and robustly support the principles and be willing to challenge poor behavior wherever it occurs.

Declarations of Interest

- Board Members have a duty to declare their interests (direct or indirect) in transactions or arrangements involving the Marches in the Register of Interests, copies of which can be found in the LEP website. The information gathered is intended to constitute a standing declaration of interests by Marches LEP Members in respect of any of the matters disclosed in it, which will accordingly be disclosed to the Marches LEP Board for this purpose.
- If a Board Member subsequently becomes interested (directly or indirectly) in a transaction or arrangement with the Marches LEP, and the nature of that interest is not disclosed on this form, it is the responsibility of that Member to ensure that he/she makes a separate and specific declaration of that interest to the Board either

prior to the proposed transaction being entered, or as soon as practicable thereafter.

Board Members' Conflicts of Interest

- In addition to the duty to declare interests in actual or proposed transactions, Marches LEP Board Members have a duty to avoid a situation whereby their personal or other interests and the interests of the Marches LEP conflict, or have the potential to conflict, unless such conflict or potential conflict of interest is authorised by the other Members. An example might be where a Member of the Marches LEP is also a Board Member of another LEP that is competing for the same funds, or where he/she or his/her spouse or his/her business is able to exploit an opportunity that the Marches LEP also wishes to exploit.
- Members whose personal or other interests' conflict with those of the Marches LEP must therefore take steps to seek the authorisation of the Board for such conflict.
- The information collected will be placed into a register which the Marches LEP will use to monitor its compliance, and the compliance of the individuals completing it, with the law relating to conflicts of interests.
- The Register of Members Interests will be placed on the Marches LEP web site and will be open to inspection by all. Board Members will be asked to review and update as necessary their interests on an annual basis.

Public Confidence in the Partnership

- Any Board member who has or has had an interest in a company liquidation, receivership, or administration of a company, or who has been summonsed or convicted of a criminal charge, or who has been involved in any activity which might undermine public confidence in the LEP shall immediately inform the Chair and LEP Chief Executive.

Bankruptcy

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

Review of this Document

- These Terms of Reference will be reviewed annually.

These Terms of Reference were last updated on 19 March 2019.

Appendix 3 The Marches LEP Operations Group Terms of Reference

Purpose of the LEP Operations Group

- The LEP Operations Group is responsible for supporting delivery of the programme of work of the Marches LEP Board in areas such as: strategy development, co-ordinating the management of the Strategic Economic Plan and the day to day administration of the Partnership including internal and external communications.

Roles and responsibilities

- Undertake day to day management of LEP business, working within the agreed Scheme of Delegation, and oversee the operational management arrangements put in place by the Marches LEP Board.
- Develop proposals for the LEP operating structure and any required reviews to put forward to the Marches LEP Board for agreement.
- 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 LEP Board.
- Develop strategy proposals for consideration by the Marches LEP Board, including responsibility to ensure the wider engagement of businesses and stakeholders in the development process.
- Put in place arrangements to implement the overarching economic strategy and work programme (including The Marches Strategic Economic Plan, Local Industrial Strategy, Skills Plan, ESIF Strategy, Growth Deal Programmes and other required strategies produced by the LEP), any required Delivery, Monitoring and Evaluation Plans and Annual Reports and to update the LEP Board on the work of task-specific Project Groups, outlining progress and raising key issues.
- Day to day oversight of the delivery programme management arrangements put in place by the Marches LEP Board (includes provision of secretariat for the Performance, Risk & Monitoring Committee (LEP Team)). Working to the approved Scheme of Delegation, to undertake programme management of the Growth Deal, ESIF, Marches Investment Fund, Growth Hub and other relevant programmes and reporting regularly to the Marches LEP Board, including:
 - Ensuring projects are suitably managed within the accountability and assurance framework agreed by the Marches LEP Board and Section 151 Officer,
 - Agreeing targets against which programmes will be managed,
 - Holding delivery agents to account,
 - Monitoring the ability to deliver the objectives,
 - Identifying and actioning solutions to problems related to delivery of the programme.
- Oversee work to progress pipeline development projects.

- Determine strategic communications for all LEP programmes.
- Develop and submit formal responses on behalf of the Partnership to Government, EU or other relevant partners on policy documents, within deadline, working within the agreed Scheme of Delegation.
- Identify opportunities and planning to work in partnership with neighbouring LEPs where priorities are shared and could be best implemented jointly.
- Oversee delivery of the Annual LEP delivery plan, reporting to the Marches LEP Board, Performance Risk and Monitoring Committee, Ministry of Housing, Communities & Local Government, Department for Business, Energy & Industrial Strategy and other bodies as required on exceptions and key performance indicators agreed by the LEP Board and funders.

Membership of the Operations Group

	Name	Title	Organisation
LEP Management Team	Mandy Thorn, MBE	LEP Chairman	Marches Care Ltd
	Sonia Roberts	LEP Deputy Chair	Landau
	Frank Myers	LEP Board Member	MCP Systems Consultants Ltd
	Gill Hamer	LEP Chief Executive	Marches LEP
	James Walton	Section 151 Officer	Shropshire Council
LEP Team		LEP Secretariat	Marches LEP
EU Technical Assistant	Gary Spence	EU Technical Assistant	Marches LEP
PR & Communications	Amy Bould	PR & Communications Lead	Be Bold Media Ltd
Hereford Enterprise Zone	Mark Pearce	Managing Director	Hereford Enterprise Zone
Council Directors/Heads of Service	Roger Allonby	Head of Economic Development	Herefordshire Council
	TBC	Head of Economic Growth	Shropshire Council
	Katherine Kynaston	Assistant Director Business Development & Employment	Telford & Wrekin Council

Operations Group Meetings

- In the event of absence, a named deputy may attend.
- Members and their nominated deputies comply with the LEP Code of Conduct included in this document.
- Meetings take place every month if there is sufficient business.
- A draft agenda is 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 Marches LEP Board.

These Terms of Reference were last updated on 29 July 2020.

Appendix 4 The Marches LEP Performance, Risk and Monitoring Committee (PRMC) Terms of Reference

Roles and Responsibilities:

A sub-group of the Marches LEP Board (the Board) which operates under the following delegations and responsibilities from the Board.

Performance Monitoring:

- Monitoring the delivery, outputs and spend of the projects funded under the Growth Deal Programme or other funding programmes including Marches Investment Fund Loan Programme.
- Making recommendations on the annual Marches LEP core budget and monitoring expenditure (which includes the funding for the Marches LEP Secretariat (the Secretariat)).
- Making recommendations on courses of action if projects are delayed and/or not spending to profile, referring issues and any significant proposals for change relating to the above mentioned funding programmes to the Board and the Accountable Body Finance Section 151 Officer.
- Maintaining strategic oversight of all the Marches LEP led expenditure to ensure that, taken together, it represents value for money.

Governance:

The Marches LEP is a Company Limited by Guarantee (Company No. 11822614) and the LEP Board is its ultimate decision-making authority. PRMC's accountabilities for Governance include:

- Monitoring the Marches LEP legal and statutory compliance e.g. data protection, health and safety, FOI, complaints, declarations of interest, gifts and hospitality.
- Ensuring the Marches LEP Risk Register is reviewed regularly, any agreed mitigation actions are up to date and appropriate to maintain the risk at an acceptable level and high level risks are brought to the attention of the Board with recommendations for action.
- Receiving regular independent internal audit reports and assurance checks, undertaken or commissioned by the Accountable Body or Government, to verify that the Marches LEP is operating effectively and within the terms of its agreed Accountability and Assurance Framework. If concerns are identified in any audits, making recommendations to the Board on the actions required to remedy any shortcomings identified within any such audit and who is responsible for undertaking such actions.
- Dealing with Stage 2 complaints, as per The Marches LEP Enquiries, Comments, Compliments and Complaints Policy (Appendix 13, Accountability and Assurance Framework).

Financial Accountability:

The PRMC:

- Is chaired by a private sector Marches LEP Board Member and comprises a number of Board members, ensuring geographic and gender balance in its representation (see Membership section below).
- Presents exception reports at Board meetings, in order for them to fulfil their monitoring programme finance and output metrics, including other essential information on individual project performance and risk management.
- Meets between Board meetings. A PRMC meeting is deemed quorate if at least two Board members are present.

The Membership and Chairmanship of the PRMC and its TORs are reviewed on an annual basis by the Board.

PRMC Members receive meeting papers from the Secretariat and other supporting officers four working days before a meeting and minutes of the meetings are circulated within ten working days after every meeting.

As a sub-group of the Board, PRMC is not open to the public or members of any Local Authority. Only Board members are permitted to attend.

Membership:

Sector	Name	Job Title and Organisation
Chair	Sonia Roberts	Community and Voluntary Sector
	Ruth Shepherd	Board Member
	Frank Myers	Board Member
	Sara Williams	Board Member
Supporting Officers	James Walton	Section 151 Officer, Shropshire Council
	Andrew Lovegrove	Section 151 Officer, Herefordshire Council
	Ken Clarke	Section 151 Officer, Telford & Wrekin Council
	Nicola Higgins	Deputy nominated by Section 151 Officer, Shropshire Council
	Karen Morris	Deputy nominated by Section 151 Officer, Herefordshire Council
	Dainy Runtun	Deputy nominated by Section 151 Officer, Telford & Wrekin Council
	Gill Hamer	Marches LEP Chief Executive
	Nicholas Alamanos	Marches LEP Programme Manager

	Ilia Bowles	Marches LEP, Director of Corporate Services
	Wayne Ridge	Marches LEP Office Administrator
	Lisa Ashby	Marches LEP Project Officer
	Oliver Hindle	Assistant Director, Cities & Local Growth Unit

This document is reviewed annually. Next review date due in October 2021.

Appendix 5 The Marches Growth Hub Steering Group TOR

Roles and Responsibilities:

A sub-group of the LEP Board which operates under the following delegations from the Board and is responsible for:

- Setting and reviewing Key Performance Indicators (KPI) for the Growth Hub. Monitoring progress and recommending actions if KPI's are not met.
- Receiving and reviewing activity and performance reports from the LEP and recommending actions, as appropriate.
- Monitoring expenditure to ensure it remains on profile, represents value for money and it is financed in accordance with the funding agreement with BEIS and the Accountable Body Finance Section 151 Officer.
- Monitoring and reviewing customer and stakeholder satisfaction surveys.
- Monitoring the demand for the service in relation to volumes of customers via email, website and phone.
- Reviewing and monitoring the number of referrals to local and national business support delivery partners and their feedback/response rates.
- Monitoring legal compliance e.g. GDPR.
- Ensuring the Risk Register is reviewed and that all mitigations are up to date/appropriate. High risk activity is brought to the attention of the LEP Board with recommendations for action.
- Approving the long-term sustainability business plan for the Growth Hub and review and agree a forward business plan and funding package referring issues and any significant proposals for change to the LEP Board.
- Ensuring that the Growth Hub is aligned with the LEP's Strategic Economic Plan.
- Approving the annual report and to undertake and review actions outlined within BEIS Business Simplification Review Toolkit.
- Approving and monitoring the marketing plan to be developed by the procured Marketing and PR agency.
- Agreeing the Memorandum of Understanding and data sharing agreements between the Marches Growth Hub, BEIS and National Business Support Helpline.

Democratic/Financial Accountability:

This sub-group:

- Is a sub-group of the Board and will present exception reports at the bi-monthly LEP Board meetings, in order for them to fulfil their monitoring programme finance and output metrics, including other essential information on the Growth Hub performance and management of risk.
- Meets quarterly and will be deemed quorate if at least 2 LEP Business Board members attend the meetings.
- Reviews its Membership, Chairmanship and Terms of Reference on an annual basis by the LEP Board (see details of membership overleaf).
- Have a geographical balance to its membership.
- The sub-group members receive meeting papers from the LEP supporting officer 5 working days before a meeting and minutes of the meetings are circulated 5 working days after every meeting.

- MGH Steering Group is a sub group of the LEP partnership boards, it is therefore not open to the public of members of any local authority. Only members are permitted to attend.

Membership:

Sector	Name	Job Title and Organisation
Chair (Private Sector)	Paul Hinkins	LEP Board Member and Chair of Telford Business Board
BEIS Local	Oliver Hindle	Assistant Director, Cities & Local Growth Unit, Department for Business, Energy and Industrial Strategy
3 Private Sector representatives	Frank Myers MBE	Chair of Herefordshire Business Board – Director, MCP Systems Consultants Ltd
	Beth Heath	Shropshire Business Board Representative, Director, Shropshire Festivals, Director, Shropshire Think Tank
	TBC	Telford Business Board Representative – TBC
Shropshire Chamber of Commerce (Business Rep)	Maisy Owen	Chamber Member – Chair of Members Committee, Director of MO Management Consultancy
Shropshire Chamber of Commerce (Officer Rep)	Richard Sheehan	Shropshire Chamber of Commerce Chief Executive Officer
Herefordshire & Worcestershire Chamber of Commerce (Officer Rep)	Sharon Smith	Herefordshire & Worcestershire Chamber of Commerce Chief Executive Officer
Federation of Small Businesses	Hollie Whittles	Federation of Small Businesses - Area Lead Shropshire, Herefordshire and Worcestershire and Director Fragglesworks
Skills Representative	Colin Thaw	Chair- Marches Skills Provider Networks, Director SBC Training
University of Wolverhampton	Katharine Clough	Director – External Relations

Department for International Trade	Steve Havins	Head of Business Development and Partnerships
Public Sector Representative	Kathy Mulholland	Telford & Wrekin Council – Inward Investment & Business Support
	Nick Webster	Herefordshire Council - Economic Development Manager
	Matt Potts	Shropshire Council - Head of Business Growth and Inward
Marches LEP	Kathryn Jones	Partnership Manager
	Yasmin Sulaman	LEP Business Support Project

These Terms of Reference were last updated in June 2020

Appendix 6 The Marches Skills Advisory Panel (SAP) Terms of Reference – **NOT YET UPDATED**

Roles and Responsibilities:

A sub-group of the LEP Board which operates under the following delegations from the Board and is responsible for providing well-evidenced, robust advice to influence investment and strategic decisions for addressing local skills challenges and ultimately drive change for the Marches region by:

- Commissioning robust and authoritative evidence-based skills and labour market analysis which clearly identifies existing local skills and employment challenges and identifies key areas of future needs relating to projected local employment growth areas.
- Building an understanding of the local area across a range of partners including employers (SME and larger employers from across the private and public sectors), all types of training and education providers and other key partners (including the community & voluntary sector) to agree shared approaches to addressing the challenges the analysis has identified.
- Working with the LEP Secretariat to develop the 'People' element of the Local Industrial Strategy (LIS) and providing analysis to inform its implementation.
- Ensuring the LEP Skills Plan takes forward the priorities of the Strategic Economic Plan (SEP) and reflects the skills needs of employers in the Marches, in particular for its priority sectors.
- Presenting labour market analysis at board level and sharing it with the wider employer and provider communities to ensure that their perspective on the labour market and employment and skills system is reflected in the priorities the board takes forward.
- Acting as co-ordinator of local skills providers by fostering co-operation between providers in a mix of provision and actively working with a range of local providers (Further Education, Higher Education and independent) to plan for how the skills needs are to be met.
- Raising the profile of apprenticeships at all levels with local employers and providers and having oversight of Apprenticeship activity in the Marches.
- Encouraging local providers to reflect the Skills Advisory Panel analysis when planning for T Levels implementation and delivery, and for the Skills Advisory Panel analysis to inform the investments that are made in the provider base to prepare for T Levels roll-out
- Working closely with careers advisory services (National Careers Service and Careers Enterprise Company) to ensure that potential learners are informed about potential career routes within a local area, and that all careers information and guidance is informed by up-to-date local labour market information.
- Sharing analysis and best practice, as widely and transparently as possible, with central government and other Skills Advisory Panels to learn from each other and tackle wider skills challenges.
- Providing a robust evidence base to shape prioritisation for funding when funds come available in line with the LEP Accountability and Assurance Framework.
- Identifying the activities to be funded under the ESF programme in partnership with the Education and Skills Funding Agency and make recommendations to the LEP Board and the ESIF Committee on the allocation of ESF funds. Joint monitoring and scrutiny of ESF funded projects.

- On behalf of the LEP, attending skills events and workshops and support employer engagement events.
- Receiving regular reports on the work and the activities of the Growth Hub, in particular the levels of skills support enquiries and providing feedback on the content of skills support on the Growth Hub website.
- Encouraging usage of the Growth Hub by employers for training provision and the ongoing development of the Skills Portal to include the Careers and Enterprise Company programmes and Apprenticeships.

Democratic/Financial Accountability:

This sub-group:

- Presents exception reports at the bi-monthly LEP Board meetings. The reports to include information on Capital Skills projects, spend and outputs and the Careers and Enterprise Company Programme.
 - Meet quarterly and will be deemed quorate if at least 3 non-LEP Board Members attend the meetings.
 - Review its Membership, Terms of Reference every two years by the LEP Board (see details of Membership below).
 - Meets 4 times per year or more frequently with agreement of the Chair. Attendance is monitored, and it is expected that Panel members make every effort to attend all Panel meetings, repeated non-attendance may result in a request to step down from the board.
 - Has a geographical balance to its membership.
- ***Actions from the meetings are circulated 5 working days after every meeting.***
 - ***Minutes from the previous meeting are circulated with the agenda for the next meeting, 5 days before the meeting is due to take place.***
 - SAP Members receive updates from the following Skills Advisory Panel sub-groups – Skills Leads Operations Group to include ESFA Tripartite Meetings and the Careers and Enterprise Company meetings with the Regional Lead, Higher Education sub-group, and other sub-groups.
 - Members must declare an interest in any agenda items at the start of each meeting and not participate in discussions about either the development of project call specifications that are limited to scope/relate to a project in which they have an interest; or outline and full applications that have been submitted by them or organisations for which they work/by whom that are employed/that they own/that they represent.
 - Members are required to register any organisational and/or personal interests of his or her own or immediate family which might be seen as creating a possible conflict of interest with their position on the Skills Board with regard to the functions set out in the Terms of Reference for the Skills Board. Each Board member will be required to complete and sign a LEP form before joining the Board. These details will be retained by the LEP Secretariat and be logged on the LEP Register of Interests.
 - All Board members must act in accordance with the “Seven Principles of Public Life” known as the Nolan Principles.

Membership:

The Chair of the Skills Advisory Panel is a member of the Marches LEP Board, to ensure that the Skills Advisory Panel advice is reflected in strategic board discussions. There is an expectation that the arrangements for the Chair's term is in line with the arrangements for the Marches LEP Board's chair. The current Skills Board Chair supports the transition to the SAP and will serve for a further period of one year from September 2019 – September 2020. From September 2020 onwards, the Marches LEP Board will appoint the new SAP Chair for a 3-year period in line with the arrangements for the Marches LEP Board Chair.

The Deputy Chair is a non-provider member of the Business community and is nominated by the Business Board Chairs. The arrangements for the deputy chair's term are in line with the Marches LEP Board's private sector member.

The Skills Advisory Panel should reflect the needs of the local area in terms of its size and membership. However, DfE would normally expect the Skills Advisory Panel to have between 15 and 20 members depending on local circumstances, including those with specialist knowledge (such as analytical and financial experts).

Each member organisation is only permitted to nominate one named member for the term of office.

Substitute members are not permitted unless they are nominated by their organisation to be the replacement named member for the duration of the current term of office.

Sector specific organisations named representatives e.g. Shropshire Construction Training Group, to serve a 1-year term only. This can be extended by approval for a further 1-year term.

Sector	Name	Job Title and Organisation
Chair	James Staniforth	Marches LEP Board Skills Advisory Panel Chair; Principal and CEO Shrewsbury Colleges Group
Higher Education	Andy Jones	Harper Adams University
	Paul Kirkbright	University Centre Shrewsbury
	Prof. David Langley	New Model Institute in Technology and Engineering (NMITE)
	Prof. Jackie Dunne	University of Wolverhampton
Further Education	James Staniforth (Chair)	Shrewsbury Colleges Group
	Ian Peake	Herefordshire, Ludlow and North Shropshire College
	Graham Guest	Telford College
	Andrew Smith	Derwen College
	Vacant	Hereford Sixth Form College
	Vacant	Hereford College of Arts
Independent Training Providers	Clair Schafer	Marches Skills Provider Network
Department for Work and Pensions	Julie Webster	Senior Employer and Partnerships Leader, Work

		and Health Services, Mercia District
Local Authority Skills Leads	Alexia Heath	Herefordshire Council
	Janine Vernon	Shropshire Council
	Sue Marston	Telford and Wrekin Council
Voluntary and Community Sector	Sonia Roberts	LEP Board Member - Chair of Community & Voluntary Sector Group, Charity Manager - Landau
Business Boards Chairs to serve a 2-year term unless otherwise agreed. SAP Deputy Chair to be nominated from this sector but must be a non-training provider business	Debbie Gittoes nominated to replace Frank Myers	Herefordshire Business Board
	Dave Courteen to replace Paul Bennett	Shropshire Business Board
	Will Westley to replace Paul Hinkins	Telford Business Board
Businesses/Employers	Lindsay Barton	Federation of Small Businesses
	Richard Sheehan	Shropshire Chambers of Commerce
	Cassie Bray	Herefordshire and Worcestershire Chamber of Commerce
Sector specific organisations - named representatives e.g. CITB to serve a 1-year term	Trevor Oakley	CITB
	Brian Frost	Shropshire Construction Training Group
Marches Local Enterprise Partnership	Gill Hamer	Chief Executive
	Kathryn Jones	Partnership Manager
	Aggie Caesar-Homden	Skills Project Manager
Other Attendees - it is accepted that named representatives will be altered with internal job role changes		
Specialist knowledge and expertise to oversee influential skills and labour market analysis, advise on effective local strategies, and advise on, and assist in the implementation of, effective local funding and investment decisions. <i>To attend as and when requested.</i>	Scott Grindey	Black Country Observatory – commissioned for specific data analysis work
Relevant local representatives from the following organisations to attend	Oliver Hindle	BEIS, Area Lead, Cities and Local Growth

<p>periodically. Examples include but are not limited to: Department for Business, Energy and Industrial Strategy (BEIS) Department for Education Education (DfE), National Apprenticeship Service (NAS) and Education and Skills Funding Agency (ESFA) Department for Culture, Media and Sport and <i>To attend as and when requested.</i></p>	<p>Teresa Culmer</p>	<p>DfE/ESFA/NAS, Intermediaries Manager-North</p>
	<p>Gary Coyle</p>	<p>Head of Engagement - Local Digital Skills Partnerships Digital Skills and Inclusion</p>

This table was last updated in November 2019

Appendix 7 Hereford Enterprise Zone - **NOT YET UPDATED**

Landowner members.

The Goodwin Trust and anybody or individual who holds freehold title to property within the Enterprise Zone from time to time is eligible to be admitted to the Company as a Landowner Member by the Landowner Board.

Stakeholder members.

A body or individual which the Executive Board considers having a vested interest in the Enterprise Zone is eligible to be admitted to the Company as a Stakeholder Member by the Executive Board Bodies which the Executive Board may, in its absolute discretion, consider admitting as a Stakeholder member include:

- a) Any local enterprise partnership which represents or is associated with the Enterprise Zone,
- b) Any local authority in addition to Herefordshire Council which is represented by any local enterprise partnership which is a Stakeholder Members,
- c) Any business board or business consortium which represents businesses within the reasonable local geography of the Enterprise Zone,
- d) Any government agency including but not limited to DCLG, and
- e) Such other bodies or individuals as are agreed from time to time to be admitted to the Company as Stakeholder Members by the Executive Board.

Associate members.

A body or individual which the Executive Board considers may be beneficial to the furtherance of the Company's objects but which many not have a direct interest in the Enterprise Zone is eligible to be admitted to the Company as an Associate Member by the Executive Board.

The purpose of the Landowner Board is:

- 1) To resolve any undecided matter,
- 2) To resolve any matter which cannot be agreed upon by the member board, and
- 3) To approve any exceptional matter.

The purpose of the Member Board is:

- 1) To meet approximately every four months to receive the reports and updates of the executive board from the Chairman on the Company's day to day business, and
- 2) To provide an official forum at which the members can discuss the business of the company and give feedback and comments to the executive board.

This text is an extract from the Articles of Association which can be found via this link:

<https://beta.companieshouse.gov.uk/company/08584242/filing-history>

Members of the Hereford Enterprise Zone Limited

Landowner Members

- Herefordshire Council
- Goodwin Trust
- JS Bloor (Tewkesbury Ltd)
- Such other bodies or individuals who hold registered freehold title to property within the Enterprise Zone from time to time **and** are agreed to be admitted by the Landowner Board (Acting by majority)

Stakeholder Members

- Marches LEP
- Herefordshire Business Board
- Borough of Telford & Wrekin
- Such other bodies or individuals as are agreed to be admitted by the Executive Board (Acting by majority) from time to time
- (Homes Communities Agency)

Associate Members

- UK Trade and Investment
- Such other bodies or individuals as are agreed to be admitted by the Executive Board (Acting by majority) from time to time

Hereford Enterprise Zone Limited

Hereford Enterprise Zone Members Board

Organisation/position	Current member
Independent Private Sector	Andrew Manning Cox (Chair)
Herefordshire Business Community	Charles Ingleby (Vice Chair)
Herefordshire Business Community	Neil Kerr
Herefordshire Business Community	Sharon Smith
Goodwin Trust	Tracey Goodwin
Herefordshire Council – Lead Councillor for the Enterprise Zone	David Harlow
Herefordshire Council – Senior Officer for Economic Development and Enterprise Zone	Alistair Neill
Herefordshire Council – Senior Officer with responsibility for Finance	tbc
Shropshire Business Community/LEP representative	tbc
Shropshire Council – Director of Place & Enterprise	tbc
Telford & Wrekin Business Community/LEP representative	Mandy Thorn
Telford & Wrekin Council	Katherine Kynaston

Hereford Enterprise Zone Executive Board

Organisation/position	Current member
Independent Private Sector	Andrew Manning Cox (Chair)
Herefordshire Business Community	Charles Ingleby (Vice Chair)
Herefordshire Business Community	Neil Kerr
Herefordshire Business Community	Sharon Smith
Goodwin Trust	Tracey Goodwin
Herefordshire Council – Lead Councillor for the Enterprise Zone	David Harlow
Herefordshire Council – Senior Officer for Economic Development and Enterprise Zone	Alistair Neill
Enterprise Zone Managing Director	Mark Pearce

These terms of reference were last updated in March 2019.

Appendix 8 The Marches European Structural Investment Funds (ESIF) Committee - NOT YET UPDATED

ESIF Committee Membership

Position	No. of Places	Name of Applicant	Organisation	Sector
Business Partner (3 in total)	1	Vacant	Herefordshire Business Board	Private
	1	Vacant	Telford Business Board	Private
	1	Mandy Thorn MBE	Shropshire Business Board	Private
Higher Education	1	Liz Fury	Harper Adams	Public
Local Authority	1	Cllr Lee Carter	Telford & Wrekin Council	Public
	1	Cllr Cecilia Motley	Shropshire Council	Public
	1	Cllr Roger Phillips (Chair)	Herefordshire Council	Public
LEP Board	1	Gill Hamer	LEP Board	Public
Rural	1	Clare Greener	NFU	Private
Education & Skills	1	Clair Schafer	SBC	Private
Environment	1	Andy Whyte	Local Nature Partnership	Public
VCSE Equalities	1	Sonia Roberts	Landau Ltd	Voluntary
VCSE Social Enterprise	1	Vacant	The Furniture Scheme	Voluntary
Trade Union	1	David Stevens	Unison	Public
Total seats	14			
Government Department	No. of Places	Name of Applicant Selected	Organisation	Sector
DEFRA	1	Jo Jury	EAFRD – Managing Authority	Public
BEIS	1	Michelle Nutt	BEIS Local West Midlands	Public
DWP	1	Claire McGuire	SFA	Public
DCLG	1	Elaine Priest (Deputy Chair)	DCLG – Managing Authority	Public
Total seats	4			
Overall Total	18			

Marches European Structural Investment Fund (ESIF) Local Management Committee Structure

The Marches Local Transport Board (LTB)

Key Objectives:

- Ensure that value for money is achieved regarding the devolved local authority major scheme funding;
- Identify a prioritised list of investments within the available budget;
- Make decisions on individual scheme approval, investment decision making and release of funding, including scrutiny of individual scheme business cases;
- Monitor progress of scheme delivery and spend;
- Actively manage the devolved budget and programme to respond to changes in circumstances (for example scheme slippage, scheme alteration or cost increases);

6) Engage government in dialogue to ensure resources is maximised and additional funding streams are coordinated and

Technical Officers Group (TOG)

Supports the delivery of the LTB key objectives providing a gateway for challenge of major schemes and transport policy and makes recommendations to the LTB via reporting mechanism. Further provides a technical resource pool to assist with the delivery of The Marches LEP's Strategy for Growth.

Scheme Evaluation Sub Group

Headline remit:

- Undertakes the recruitment/appointment of the Independent Technical Evaluator.
- Provides a reference group for the management of the assessment process including provision of technical guidance and advice to the scheme promoter and

Transport for the Marches LEP Growth Agenda Sub Group

Headline remit:

- Liaises with The Marches LEP regarding economic growth issues and formulates transport proposals/solutions (through an evidence base) to deliver The Marches

The Marches Rail Sub Group

Headline remit:

- Identifies rail issues and formulates proposals/solutions (through an evidence base) to deliver The Marches LEP Strategy for Growth.
- Represents the interests and priorities of The Marches LTB at the West Midlands

Purpose

The TOG was established to deliver the transport priorities that are needed to support the economic and transport objectives of the Marches area. The Group commissions a number of reports making transport recommendations, works with operators and with scheme promoters and lobbies for improvements and funding for investment in the transport network in the Marches and Mid-Wales.

Roles and Responsibilities:

A sub-group of the LEP Board which operates under the following delegations from the Board and is responsible for:

1. Advising the LEP Partnership Board on transport investment to support the delivery of the LEP's Strategic Economic Plan. Ensuring that transport investment programmes, including those for active modes, are closely aligned with the wider policy objectives of both the Local and National Transport Authorities and LEP's strategic priorities including economic growth, carbon reduction and social inclusion.
2. Providing guidance to the LEP Partnership Board on the development of transport programmes for all modes of transport.
3. Building a strong evidence base for transport investment to support and enable delivery of the strategic priorities of the Marches LEP.
4. Creating and keeping up to date, a prioritised action plan for interventions across the Marches area, and across the Welsh border into the Mid Wales area, recognising the similarity of issues and continuity of travel across the border
5. Supporting the LEP Partnership Board to lobby for inclusion of Marches strategic priority schemes within the Highways England Road Investment Strategy 2020-2025, Network Rail's Strategic Business Plan 2020-2025, Midlands Connect Investment Plans and other strategies and initiatives.
6. Advising the LEP Partnership Board on opportunities to secure funds to deliver transport projects which realise our strategic priorities, including those delivered through investment in active modes.
7. Shaping the LEP response to National and Regional consultations on transport projects, policies and programmes.
8. Including partner organisations including DfT, Welsh Government, Highways England, the Growing Mid Wales Partnership, Midlands Connect and the Environment Agency in all meetings and discussions in order to facilitate good working relationships, understanding of pressures and priorities, and the development of cross border strategies and interventions.
9. Recommending the appointment, as required, of specialist consultants, to assist the LEP Partnership Board in additional work where needed.
10. Discussing and agreeing on a LEP wide response to high profile schemes or issues, based on best available evidence, technical knowledge and economic growth priorities.

Democratic and/or financial accountability:

1. The TOG is a sub group of the Board and will present exception reports at the bi-monthly LEP Board meetings, reports to include projects spend and outputs, updates on strategy development and potential funding streams
2. The TOG meets bi-monthly.
3. Chairing of the TOG, provision of secretarial support and the Terms of Reference is reviewed at least every two years. The Chair shall be elected by the TOG and shall be drawn from the Marches area, i.e. from Herefordshire Council, Shropshire Council, Telford & Wrekin Council or the LEP.
4. TOG members contribute to the development of agendas for meetings; agendas and papers to be circulated 4 days before meetings, draft minutes to be circulated within 5 working days of meetings
5. All TOG members must act in accordance with the “Seven Principles of Public Life” known as the Nolan Principles (see Annex 1).
6. Meetings are held in a round table format, with a Chair following the agenda circulated.
7. Information and resources are shared by email. A list of contacts is maintained by the secretariat.
8. From time to time non-members can be invited to the meeting or may request to attend. This may be to present on a particular transport scheme of interest to the group or to update the group on policy issues. The invitation of a non-member will need the discussion and agreement at the TOG meeting prior to invitation.

Supporting Strategic Project Development & Delivery:

The TOG:

1. Promotes strong ongoing dialogue with partners such as Network Rail, West Midlands Rail and Sustrans, enabling forward planning for the work programme to be undertaken within a mutual understanding of one another's priorities and forthcoming opportunities
2. Provides a forum of mutual support and guidance, for sharing best practice concerning the development and delivery of Growth Deal and other transport projects, and for strengthening transport scheme business case development, ensuring the application of the assurance framework in relation to appraisal against agreed objectives, deliverability and value for money criteria, in support of the project prioritisation process.
3. Ensures its work follows sound transport planning principles including those assessment and appraisal processes set out in WebTag and Weltag guidance.
4. Ensures its Members support the work of the Marches Strategic Rail Group as required to achieve the best possible outcomes for passengers and freight and will report back to TOG meetings.
5. Seeks and considers the views of relevant stakeholders as required in developing transport-related policies on behalf of the LEP.

Membership:

The organisations named in the table below are able to provide substitutes from time to time as required, if the named officers are not available.

Delivery partner/project promoters	David Balme (Chair)	Telford & Wrekin Council
	Matt Powell	Telford & Wrekin Council
	Jeremy Callard	Herefordshire Council
	Matt Johnson	Shropshire Council
LEP	Nick Alamanos	Marches LEP
LEP	TBC	Marches LEP
Partners (as required)	Ann Elias	Growing Mid Wales Partnership
	Robert Jaffier	Highways England
	Sarah Spink	Midlands Connect
	Hayley Deighton	Environment Agency
	Lois Park	Transport for Wales
Supporting officers	Heather Bolton (Secretariat)	Telford & Wrekin Council
Observers	Louise Clare	Department for Transport
	James Healey	Welsh Government

These Terms of Reference were last updated in December 2020.

1. Membership

1.1. Composition of the Telford Land Deal Board will be:

MEMBERS OF THE BOARD
Development Director (HE)
*Cabinet Member for Economy, Housing, Transport & Infrastructure (TWC)
Chair of the Marches Local Enterprise Partnership (LEP)
OFFICIAL OBSERVERS
Cabinet Member for Neighbourhood, Commercial Services & Regeneration (TWC)
Private Sector Chair of Telford Business Board (TBB)
Senior Development Manager (HE)
Housing Lead, Marches Local Enterprise Partnership (LEP)
OFFICERS
Chief Executive of Telford & Wrekin Council
Chief Financial Officer/S151 Officer (TWC)
Director for Prosperity & Investment (TWC)
Solicitor for TWC

*Chair

- 1.2. Only members of the Board and official observers will have the right to attend. However, other individuals may be invited to any meeting as and when appropriate.
- 1.3. Voting Members may nominate a relevant substitute if they are unavailable to attend a meeting. It is anticipated that this will be the relevant official observer. In the case of TWC, if the Cabinet Member for Neighbourhood, Commercial Services & Regeneration is also unavailable another Council Cabinet Member may be substituted.
- 1.4. The quorum for any meeting shall be 3 voting members of the Board i.e. one voting member from HE, TWC and the LEP (or their substitutes). If the required quorum is not achieved within half an hour of the meeting commencing it shall be adjourned to a time when a quorum is likely to be achieved.
- 1.5. The composition and terms of reference of the Board will be reviewed by the Board every 12 months or as appropriate if more frequently.
- 1.6. The Board will be chaired by the Cabinet Member for Economy, Housing, Transport & Infrastructure. If the Chair is not present at any of the meetings of the Board then his substitute shall chair the meeting.

1.7. The Board will have specific responsibility for the following:-

- Approving and overseeing the implementation of the Investment and Disposal Plan (IDP) (each IDP shall be a rolling three year plan) to ensure the delivery of the outcomes and outputs of the Telford Land Deal.
- Providing advice and guidance to the Land Deal Project Team to ensure the objectives of the TLD as laid out in the Funding and Cooperation Agreement (FCA) are met.
- Unlocking barriers to delivery including determining proposals by the Land Deal Project Team to streamline processes lead by HE and/or TWC as set out in the OMA maintaining an approach that avoids delay and minimises approval stages.
- Determining opportunities for third party funding to be invested into the delivery of the TLD and the application of national HE programmes in relation to land within the TLD.
- Approving the disposal of all sites identified in the IDP with an individual site market value within the delegated authority of the HE Development Director, noting that this is a decision for the Development Director alone which is being taken in the forum of the Board and which voting of the Board cannot overrule, it should be noted that the Development Director's delegation for open market site disposals with supporting franking valuation is £3million. For the disposal of sites identified in the IDP with an individual market valuation above the Development Directors £3million delegation the Board will make recommendations to HE and/or MHCLG, dependent upon the value, for final approval..
- Consider proposals for expenditure of the £2m 'constrained sites' pot on identified sites, monitoring investment and recommending to MHCLG proposals for use of the pot in the event it is not required to bring forward 'constrained sites' e.g. because in view of the Board the business case is not sufficiently strong and/or spend is not required to bring sites forward.
- Consider implications and opportunities for the Land Deal of inclusion of sites in the Deal, within new Government programmes and make recommendations on the inclusion or not of sites on basis of impact on the overall Programme.
- Monitoring and ensuring compliance of all parties with the OMA.
- Monitoring and ensuring compliance with and performance against the IDP.
- Receiving quarterly financial updates regarding the programme and considering 6 monthly Status Reports to be submitted to MHCLG.
- Approving and monitoring delivery of schemes in receipt of local profit share by both TWC and the Marches LEP in line with the Assurance Framework.
- Agreeing any changes to the IDP if needed part way through delivery and noting minor changes which can be implemented without approval by the board.
- General guidance and strategic direction to the team delivering the Telford Land Deal

2.0 Support

- 2.1 An officer of the Council shall act as administrator for the Board. The officer will take minutes of the meeting and circulate them in draft to the Members of the Board within

2 weeks of the meeting. Minutes will be approved at the following meeting and for audit purposes will be uploaded by HE onto HE's internal meetings approval system.

- 2.2 Papers will be sent electronically to the Board members a minimum of 3 working days before each meeting. TWC will explore the potential to use a portal/e team site going forward for papers and information relating to the Board accessible to Board Members.

3.0 Frequency of Meetings

- 3.1 The Board shall meet monthly at the outset of the Land Deal to ensure smooth introduction of the Land Deal and minimise delay in determining decisions on land disposals. The Board will review frequency of meeting and may vary this by agreement of the Board where appropriate including undertaking business virtually.

4.0 Decision Making

- 4.1 Only voting members or, in their absence, their substitute, shall be entitled to vote in relation to any decision or recommendation to be made. Official observers identified in 1.1 shall be entitled to attend each meeting and participate fully in the meeting and discussions but shall not be entitled to vote and their attendance shall not count towards the quorum of the meeting.
- 4.2 All decisions will be made with a consensus approach. Should a consensus not be achieved, a vote will be taken, except in cases of land disposals where the HE's Development Director is using his/her delegated authority and his/her decision will be final. It will be at the Chair's discretion as to whether non-voting attendees must leave the room whilst a vote is taken. There will be no casting vote.
- 4.3 In order to allow the Board to process its business in an efficient manner the Board can progress its business by using a written procedure. This shall be used where a timely decision is required but the quorum of voting Board Members are not available to meet or where information is only made available at the Board but a decision is required before the next scheduled Board Meeting. Full details will be made available to Members of the Board who are to be involved in the decision. If a decision is required the same rules will apply as for decisions taken in a meeting. A record of the decision will be circulated within 5 working days following the decision.
- 4.4 The Board may choose to delegate specific functions or responsibilities to other groups or individuals. However, the Board will retain ultimate responsibility for any function which it delegates.

5.0 Conduct

- 5.1 The conduct section of these terms of reference has been included and adopted to show members' commitment to operate in as open a way as is possible, whilst maintaining the highest standards of conduct for such a Partnership. It should also be noted that in relation to official observers and any other invited attendees the provisions of these terms of reference relating to Conduct apply in full and any attendees will be provided with a copy of the terms of reference prior to the meeting and will be asked to confirm their acceptance prior to the meeting or part of the meeting commencing.
- 5.2 The provisions of the Code are detailed below and apply equally to each and every member of the Board and any other attendees or observers this includes when they are acting as members of a committee or group established by the Board;

5.3 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.

Pecuniary Interests – Conduct of Board Business

Members of the Board will:

- Support the aims and objectives of the Telford Land Deal Board and promote the interests of the Board within their organisation and/or business community.
- Work co-operatively with other Board Members and officers in the best interests of the Board.
- Actively support equal opportunities in the work of the Board.
- Act honestly, diligently and in good faith, noting that to do so may require taking professional advice.
- Resist any temptation or outside pressure to use the position of Board Member to benefit themselves or other individuals or agencies.
- Not accept offers of money, gifts or hospitality as an inducement or reward for anything you do as a member of the Board.
- Avoid putting themselves in a position where there is a conflict (actual or potential) between their personal interests and those of the Board (See Board members' conflicts of interest below).
- Acknowledge that differences of opinion may arise in discussion but once a decision has been made by the Board to support the decision.
- Base their views on matters before the Board on an honest assessment of the available facts, unbiased by partisan or representative views.
- 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 Board.
- Give priority, as far as practicable, to attendance at Board meetings

Confidentiality

- Respect the confidentiality of items of business which the Board decides should remain confidential. This is critical due to the commercial nature of items that are likely to be discussed.
- Honour the obligations on all members not to reveal to third parties the views expressed at meetings.

Board Members' Conduct

5.4 All business of the Board will be conducted in accordance with the Nolan Principles of Public Life, as defined by the Committee for Standards in Public Life. They are:

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, any business interests they have, 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

- 5.5 Board Members have a duty to declare their interests (direct or indirect) in transactions or arrangements involving the Telford Land Deal in addition to the duty to declare any interests in matters to be discussed at any Board Meeting.
- 5.6 If a Board Member subsequently becomes interested (directly or indirectly) in a transaction or arrangement with the Telford Land Deal, and the nature of that interest has not been disclosed, it is the responsibility of that Member to ensure that he/she makes a separate and specific declaration of that interest to the Board either prior to the proposed transaction being entered into, or as soon as practicable thereafter.

Board Members' conflicts of interests

- 5.7 In addition to the duty to declare interests in actual or proposed transactions, Board Members have a duty to avoid a situation whereby their personal or other interests and the interests of the Telford Land Deal conflict, or have the potential to conflict, unless such conflict or potential conflict of interest is authorised by the other Members.
- 5.8 Members whose personal or other interests conflict with those of the Telford Land Deal must therefore take steps to seek the authorisation of the Board for such conflict.

6.0 Approvals

Approved by the Board on 27 November 2020

1. Role/Purpose

The role of Marches Energy Strategy Steering Group (MESSG) is to provide ongoing development, strategic direction and oversee the delivery of the Marches Energy Strategy Implementation Plan.

The Group sets out to:

- Lead the transition to a flexible, clean and affordable energy system in the Marches.

The Group will do this by:

- Developing and monitoring progress of the Marches Energy Strategy Implementation Plan.
- Promoting the inclusion of energy provision within other local policy areas.
- Regularly reporting progress towards targets set out in the Implementation plan to the Marches LEP Board.
- Promoting integrated delivery and partnership working on the focus areas.
- Promoting innovation in the energy sector.
- Ensuring that energy investment is closely aligned with the wider policy objectives of both the Local Authorities and LEP’s strategic priorities.
- Advising on energy infrastructure investment to support the delivery of the Marches Energy Strategy.
- Building a strong evidence base for energy infrastructure investment that will have a positive impact on the strategic priorities of the Marches LEP.
- Seeking opportunities to secure funding to deliver energy projects that realise strategic partner’s priorities.
- Working with key partner organisations including BEIS, Midlands Energy Hub, local authorities, energy network operators, community energy groups in order to facilitate good working relationships, understanding of pressures and priorities.

2. Term

These Terms of Reference are effective from 10th October 2019 and will be reviewed every 12 months.

3. Membership

The role of the Steering Group is to oversee the delivery of Marches Energy Strategy and Implementation Plan. This will include monitoring progress against all identified actions. Membership of the Steering Group is voluntary, and no travel expenses are covered. The Marches Energy Strategy Steering group will comprise:

Name	Representing
Voting members	

Richard Vaughan	Herefordshire Council
Harjot Rayet	Telford and Wrekin Council
Adrian Cooper	Shropshire Council
Simon MacVicker	Shropshire Business Board representative
Mark Thompson	Telford Business Board representative
Gareth Williams	Herefordshire Business Board representative
Tony Green	Shropshire Green Xchange
Gordon Coppock	Herefordshire Green Network
Simon Ross	Marches Energy Agency – Community Energy representative
Non-voting members	
Gary Spence	Shropshire Council - ERDF
Nicholas Alamanos	Marches LEP
Tim Yair	Midlands Energy Hub Project Officer

Each organisation has one vote.

Additional members can be co-opted as required, but will not have a vote.

4. Meetings

Democratic and/or financial accountability:

- The Marches Energy Strategy Steering Group will meet bi-monthly (6 times per annum) and will be deemed quorate if a minimum of two delivery partner/project promoters attend the meetings.
- The Marches Energy Strategy Steering Group will present regular reports to the LEP Board. Reports will include projects spend and outputs, updates on strategy development and potential funding streams.
- Meeting locations will vary but will be within the Marches boundary. When appropriate meetings will be held virtually using appropriate telecoms technology.
- Chairing of the Marches Energy Strategy Steering Group and the Terms of Reference will be reviewed annually. The Chair shall be elected by the Marches Energy Strategy Steering Group and shall be drawn from the Marches area, i.e. from Herefordshire Council, Shropshire Council, Telford & Wrekin Council or the LEP.
- Secretariat duties for the group will be provided by the Midlands Energy Hub.
- Marches Energy Strategy Steering Group members will contribute to the development of agendas for meetings; agendas and papers to be circulated 4 days before meetings, draft minutes to be circulated within 5 working days of meetings.
- At each meeting members will be required to declare any organisational and/or personal interests of his or her own or immediate family which might be seen as creating a possible conflict of interest with their position on the Marches Energy Strategy Steering Group.
- Decisions made by consensus (i.e. members are satisfied with the decision even though it may not be their first choice). If not possible, group chair makes the final decision.
- As a sub-group of the LEP, no sub-groups of the Marches Energy Strategy Steering Group will be officially recognised. However, the group may wish to

develop informal groups to investigate specific issues to be brought back to the Marches Energy Strategy Steering Group.

- All Marches Energy Strategy Steering Group members must act in accordance with the “Seven Principles of Public Life” known as the Nolan Principles (<https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2>).

Supporting Strategic Project Development & Delivery:

- The Marches Energy Strategy Steering Group will promote strong ongoing dialogue with key partners such as BEIS, Midlands Energy Hub, local authorities, energy network operators, community energy groups; enabling forward planning for the work programme to be undertaken within a mutual understanding of key priorities and forthcoming opportunities.
- Provide a forum of mutual support and guidance to the Marches Regional Senior Energy Project Officer, for sharing best practice concerning the development and delivery of Marches Energy Strategy, and for strengthening energy scheme business case development, ensuring the application of the assurance framework in relation to deliverability and value for money issues, in support of the project prioritisation process.
- Seek and consider the views of relevant stakeholders as required in developing energy-related policies on behalf of the LEP.

5. Standard agenda items

- Project progress
- Risk assessment
- Funding

6. Reporting mechanism

Reports will be shared with group members prior to meetings

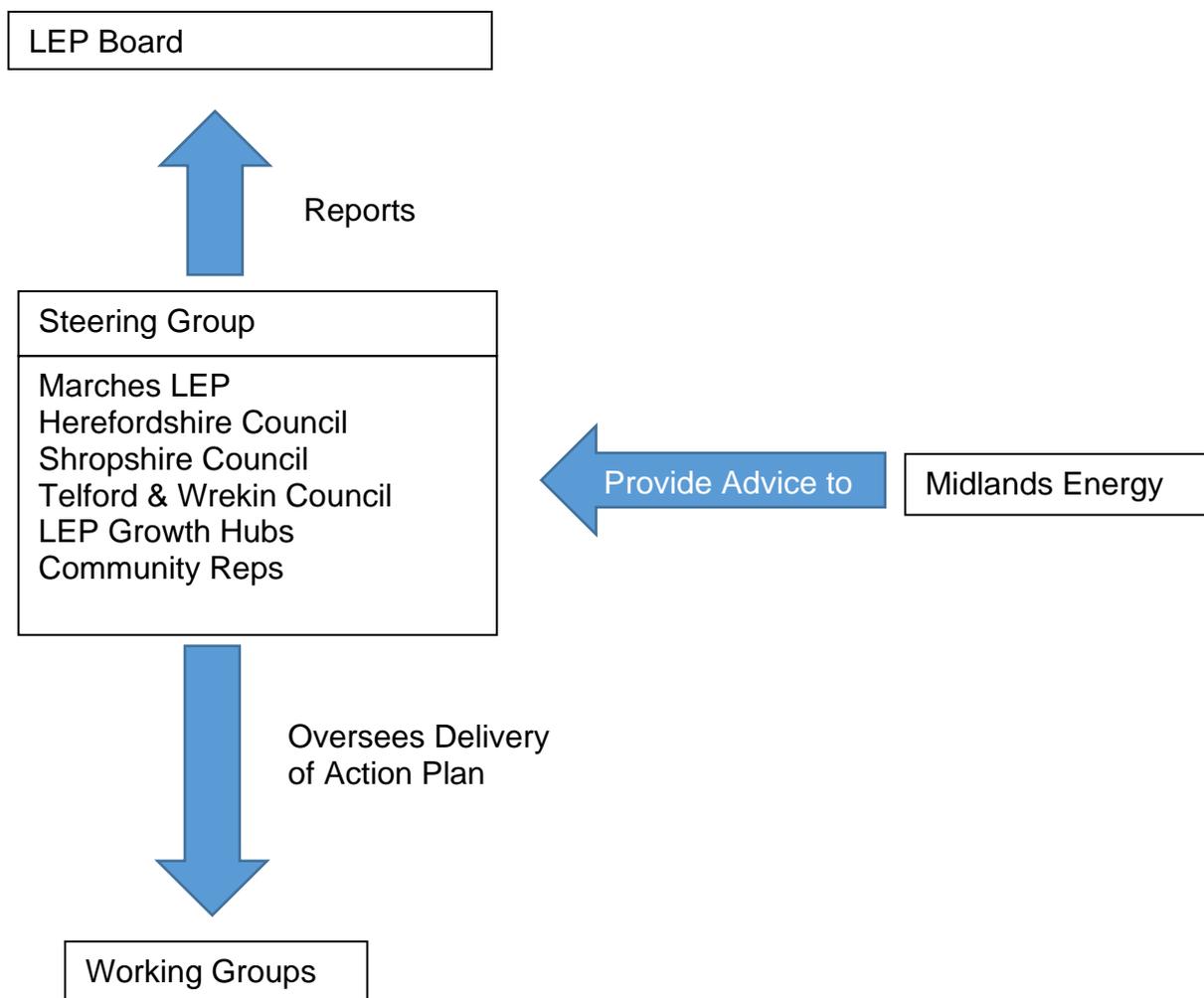
The group will regularly report to the LEP Board on the progress towards achieving targets set out in the Marches Energy Strategy and Implementation plan.

7. Amendment, Modification or Variation

This Terms of Reference may be amended, varied or modified in writing after consultation and agreement by the Marches Energy Strategy Steering Group.

Version	Date	Summary of Changes	Document Status
1.4	25/10/19	Table of responsibilities replaced by separate Skills matrix. To be appended to the Terms of Reference when formally adopted.	updated
1.5	04/01/21	Updated to reflect changes to representatives.	updated

Organogram



Appendix 12 The Marches LEP Scheme of Delegation – NOT YET UPDATED

This schedule seeks to record where authority rests within the LEP for financial decision making. No such schedule can be completely comprehensive, but this seeks to provide a framework through which other decisions may be resolved.

Acronyms

Marches LEP Board	ML Board
Performance, Risk and Monitoring Committee	PRMC
Accountable Body (Shropshire Council) Section 151 Finance Officer	S151

LEP Board

Function	Approval by:	Recommendation by:	Delegation
<p>Set the overarching vision and strategy for the below listed Strategies and Plans, sign off final versions of the documents including the priorities for investment and review progress in delivering them on at least an annual basis:</p> <ul style="list-style-type: none"> • Strategic Economic Plan (SEP) • LEP Annual Delivery Plan (and performance reporting by exception against that plan) • Growth Deal Programme • Marches Investment Fund • Skills Plan, Transport Plan, Energy Strategy • Growth Hub Delivery Plan • EU Structural & Investment Funds Strategy & successor funds • Local Industrial Strategy 	ML Board	LEP Management Group and other subgroups as appropriate	Minor in year changes and updates are carried out by the respective sub-group chairs in consultation with the LEP Chief Executive.

Agree the <u>allocation</u> of Marches LEP revenue and capital spend relating to the delivery of the LEP Economic Plan and other LEP strategies and plans	ML Board	LEP Management Group and other subgroups as appropriate	1.LEP Chief Executive following consultation with S151, the LEP Chair and Deputy Chair can allocate up to £500k revenue and capital spend relating to the delivery of the SEP and other strategies and plans.
	ML Board	LEP Management Group and other subgroups as appropriate	2. LEP Chief Executive - where an <u>urgent decision is required</u> (one which cannot be reasonably deferred to the next Board meeting), following consultation with the S151 and LEP Chair, can seek approval from the LEP Board via email on an allocation of up to £5m revenue and capital.
Agree Marches LEP <u>capital expenditure</u> programmes relating to the delivery of the LEP Strategic Economic Plan, and ensure policy and programmes are delivered effectively	ML Board	LEP Management Group and other subgroups as appropriate	1.LEP Chief Executive following consultation with S151, the LEP Chair and Deputy Chair can allocate up to £500k revenue and capital spend relating to the delivery of the SEP.
	ML Board	LEP Management Group and other subgroups as appropriate	2. LEP Chief Executive - where an <u>urgent decision is required</u> (one which cannot be reasonably deferred to the next Board meeting), following consultation with the S151 and LEP Chair, can seek approval from the LEP Board via email on expenditure up to £5m revenue and capital.
Approval of annual core LEP budget (which includes the funding for the LEP secretariat)	ML Board	Chair of PRMC, S151, LEP Chief Executive	In year changes – Marches LEP Chief Executive in consultation with S151, LEP Chair and Deputy Chair
Approval of Annual Statement of Accounts	ML Board	S151	None

Agree the LEP accountable body and/or any changes to the existing relationship with Shropshire Council	ML Board	Chair of PRMC, LEP Chief Executive, S151	None
Determine the operating structure and governance arrangements of the LEP including appointment of the LEP Chair, Deputy Chair, ML Board Members and Chairs of Sub-groups of the ML Board Sign off the of the updated Accountability and Assurance Framework in line with government guidance	ML Board	S151, LEP Chief Executive	Appointments to Sub-Groups - Sub-group Chair in consultation with the LEP Chief Executive
Overseeing Programme Management of Growth Deal, Marches Investment Fund, the Marches Growth Hub including information monitoring arrangements	ML Board	S151, LEP Chief Executive, Chair of PRMC, Chair of Growth Hub Steering Group	PRMC - to undertake an in-depth bi monthly review and report any major concerns or variances to the ML Board
Overseeing Risk Management of the overall LEP investment programme	ML Board	S151, LEP Chief Executive, Chair of PRMC	PRMC to maintain and review Programme and Project Risk registers and report to each LEP Board on any key changes
The ML Board may delegate specific functions (or parts of functions) to other groups or individuals. However, the LEP Board will retain overall responsibility for these functions even when they delegate responsibility for delivery	ML Board	Sub Committee Chairs and individuals	
Authority to appoint/ terminate LEP Chief Executive post, in line with Shropshire Council policy	ML Board	S151	None

LEP Board delegations to Sub-Groups of the LEP Board and Individuals

Performance, Risk and Monitoring Committee

Function	Responsible For	Supported by
Monitoring the delivery, outputs and spend of the projects funded under the Growth Deal Programme and other funding programmes including Marches Investment Fund, Marches Growth Hub	PRMC	LEP Secretariat and S151
Recommending to the ML Board the annual LEP core budget and monitoring expenditure (which includes the funding for the LEP Secretariat)	PRMC	LEP Secretariat and S151
Monitoring LEP legal & governance compliance e.g. data protection, health and safety, FOI, complaints, declarations of interest, gifts and hospitality etc. for the LEP Secretariat and LEP Board Members.	PRMC	LEP Secretariat and S151
Ensuring the Programme and Project Risk Registers for LEP the LEP investment programme (Growth Deal, Marches Investment Fund and other programmes) are reviewed and that all mitigations are up to date/appropriate and if a project is at Risk this is brought to the attention of the ML Board with recommendations for action	PRMC	LEP Secretariat and S151
Making recommendations on courses of action if projects are delayed and or not spending to profile, referring issues and any significant proposals for change to the LEP programme of investment to the ML Board and S151	PRMC	LEP Secretariat and S151
Maintaining strategic oversight of all LEP led expenditure to ensure that, taken together, it represents value for money	PRMC	LEP Secretariat and S151
Through the S151 commissioning and reviewing relevant internal and external audit reports and assurance checks to verify that the LEP is operating effectively within the terms of its agreed Accountability and Assurance Framework. And, if concerns are identified in any audits, making recommendations to the LEP Board on the actions required to remedy any shortcomings identified within any such audit	PRMC	LEP Secretariat and S151
Dealing with Stage 2 complaints, as per LEP Enquiries, Comments, Compliments and Complaints Policy	PRMC	LEP Secretariat and S151

Marches Growth Hub Steering Group

Function	Responsible For	Supported by
Development of annual Growth Hub delivery plan, agreement of annual budget expenditure and monitoring of performance of the Marches Growth Hub	Growth Hub Steering Group	LEP Secretariat

Marches Skills Board N. B. Skills Board will become known as Skills Advisory Panel (SAP) from October 2019

Function	Responsible For	Supported by
Overseeing the updating and delivery of the Skills Plan priorities	Skills Board	LEP Secretariat
Overseeing the delivery of the Growth Deal Skills Capital funded projects	Skills Board	LEP Secretariat
Management of the investment of the Careers and Enterprise Fund allocation for the Marches	Skills Board	LEP Secretariat
Management of the funds allocated to deliver the Skills Advisory Panel and the Skills Plan for the Hereford Enterprise Zone	Skills Board	LEP Secretariat
Oversight of allocated Dept for Education funding for Apprenticeships and T Level promotion	Skills Board	

Hereford Enterprise Zone Board

Function	Responsible For	Supported by
Monitoring the delivery, outputs and spend for the programme of work on the EZ reporting to the PRMC & LEP Board	EZ Manager reporting every 6 months to ML Board Members who are nominated to attend the EZ Partnership Board	Herefordshire Council

LEP Chief Executive

Function	Responsible For	Supported by
Day to day management of the administrative and operational budgets for the LEP Secretariat and associated Core Budget work programme, including award of contracts to progress pipeline projects, in line with accountable body procedure rules	LEP Chief Executive and able to authorise expenditure up to the value of £30k	LEP Chair and S151

Delivery of the Annual Delivery Plan within agreed budgets including allocation of funding in accordance with plans approved by ML Board	LEP Chief Executive	LEP Secretariat
Make formal responses on behalf of the partnership to Government or other relevant partners on policy documents where time does not permit reference to the Board following consultation with the Chair and Deputy Chair	LEP Chief Executive	LEP Secretariat
Resolution of stage 1 stakeholder complaints and submitting responses to FOI requests	LEP Chief Executive	LEP Chair and Deputy Chair
To appoint additional posts (interim, secondments, permanent) to the LEP Secretariat	LEP Chair/LEP Deputy Chair/ LEP Chief Executive	S151
To terminate the employment of Member of the LEP Secretariat, in line with Shropshire Council policy	LEP Chair/LEP Deputy Chair/ LEP Chief Executive	S151
To maintain LEP records and ensure compliance with data protection	LEP Chief Executive	LEP Programme Manager
To arrange appropriate insurance cover is in place for LEP Secretariat and LEP Board	LEP Chief Executive	LEP Programme Manager

Accountable Body S151 Officer

Function	Responsible For	Supported by
On behalf of the ML Board the S151 will develop and sign off all funding decisions relating to funds allocated to the LEP where Shropshire Council is the Accountable Body e.g. grant funding agreements with partners allocated Growth Deal Funds and Marches Investment Fund loan agreements	S151	LEP Secretariat
Programme manage movement of BEIS and MHCLG funds to meet annual spend targets in the light of project performance data provided by the LEP Secretariat and in response to recommendations of the LEP Chief Executive and ML Board and submission of claims and monitoring data in accordance with government requirements.	S151	LEP Secretariat

This Scheme of Delegation was last updated 25 March 2019

Appendix 13 The Marches LEP Programme Monitoring & Assurance Framework - **NOT YET UPDATED**

Introduction

The Marches LEP Programme Monitoring, Risk & Assurance Framework sets out the processes undertaken in managing and monitoring our projects. This has been devised by the LEP, its accountable body and agreed at the Performance Risk and Monitoring Committee (PRMC).

Funding Agreement

If a project is awarded grant funding by the Marches LEP Board, the grantee will enter into a legal agreement with the Accountable Body (Shropshire Council) on behalf of the LEP. This is called the Grant Funding Agreement (GFA). These GFA are based on templates provided by the Accountable Body but are tailored to reflect any decision made by the LEP Board – this may include bespoke clauses around managing risk i.e. placing ‘a charge’ on a building, obligations relating to the achievement of Match Funding and Outputs.

Prior to signing off the GFA a ‘checklist’ is completed for each project, ensuring the LEP has sight of the following:

- Confirmation of VAT Registration;
- Insurance documents;
- Procurement Policy;
- Health and Safety Policy;
- Confirmation/Evidence of Match Funding;
- List of items to be purchased;
- State Aid Solution.

Should the contracting process highlight any issues, such as the reduction of key deliverables (outputs, match funding) both the Accountable Body and PRMC will be informed, with any recommendations being put to the LEP Board.

Claims Process

A monthly or quarterly claim process has been developed, ensuring that key information is reported and captured. The claim form includes:

- Risk Register
- Project Progress Update
- Expenditure claimed
- Expenditure forecast
- Outputs achieved
- Outputs forecast
- Match Funding achieved
- Match Funding forecast
- Milestone reporting
- Assets Register
- Procurement Information

Monitoring Visits

The Marches LEP undertakes four types of visits during a project's 'lifetime', they are:

- Engagement Visit (EV)
- Project Visit (PV)
- Financial Closure Visit (FCV)
- Project Closure Visit (PCV)

The content of these individual visits is detailed in the Project Monitoring Visit Framework (Figure 1 below).

Scope of Monitoring Visits

The LEP undertakes monitoring visits to manage and mitigate risk, ensuring project grantees are accessing advice and support whilst fulfilling the criteria set out within their GFA.

Monitoring visits also provides the LEP with an opportunity to review the grantee's systems and management controls. Visits will test and review documentation in support of claim(s), providing assurance around audit trails.

Outputs

The LEP monitors outputs based on two types of classifications, as outlined below:

- Core/required outputs – these are derived entirely from guidance Cities and Local Growth Unit Guidance for Growth Deals Reporting and Data Submission (September 2018). This covers key topics surrounding the project's expenditure and output delivery.
- Supplementary outputs – these will be collected on specific projects based on commitments from the grantees original bid as approved by the Marches LEP Board.

The core outputs of each project are reported to Government by the Marches LEP on a quarterly basis.

Evidence Documentation

All source documents (originals or certified copies) will be maintained by project grantees, with copies of relevant evidence submitted to support claims.

Key evidence to be held by Grantees will include:

- Claim/Match Funding Expenditure.
 - Original Invoices;
 - Bank statement/Proof of transaction;
 - Staff timesheets;
 - Payroll information for relevant staff;
 - Hourly rates calculations;
 - Purchase orders, QS certificates, delivery notes.
- Output verification evidence.
 - Signed verification sheets;
 - Proof of homes, jobs, student numbers

- Asset register.
- Procurement Exercise documentation.

Highlighting Issues and Reporting

The LEP Project Officer and Programme Manager will work with the LEP's Accountable Body in reviewing all claims and undertaking monitoring visits. Where supporting evidence for financial or outputs claims is insufficient or not available this will be treated as an ineligible for inclusion within the programme and an adjustment made to remove this from the claim.

The monitoring visits will be used by the LEP to review the grantee's systems and management controls. Should any issues be found, this will be written up as part of the Monitoring Visit process, with deadlines/timescales given for resolution. Any issues raised will be reported to the LEP's accountable body and also the PRMC group. Should the issue be deemed significant or a material change has occurred or is proposed to the Funding Agreement a paper will be written from the PRMC chair to the LEP board for review and decision.

Figure 1: Project Monitoring Visits Framework

Engagement Visit (EV)

The LEP ensures at the start of the project an engagement visit is undertaken. The format of this visit is as follows:

- Project Details
 - Project Overview
 - Post-contract conditions of Offer
 - Future Monitoring
- Project Management and Administration
 - Project Activity
 - Document Retention
- Financial Management and Control
 - Expenditure Audit Trail and Financial Processes
 - Evidence of Record of Match-Funding
- Outputs and Results
 - Project Output Definition and Evidence
- Compliance
 - Publicity
 - Assets
 - Defrayal
 - State Aid
 - Procurement
- List of Recommended Documentation to be included in within grantees
 - Project file
- Actions
- Further Information
- Sign Off

Project Visit (PV)

The project visit is a regular meeting between the LEP and the grantee. The format of this monitoring visit is as follows:

- Agreed actions from previous meetings
 - Notes/Actions
- Project Finances
 - Notes/Actions
 - Match Funding Verification
 - Notes/Actions
- Project Outputs
 - Notes/Actions
 - Output Verification
 - Notes/Actions
- Milestone Progress
 - Notes/Actions
- Publicity Verification
 - Notes/Actions
- Asset Register Verification
 - Notes/Actions
- Procurement Verification
 - Notes/Actions
- Grantee Issues/Risks/Queries
- Agreed Action Points
- Sign Off

Financial Closure Visit (FCV)

The Financial Closure Visit is a regular meeting between the LEP and the grantee. The format of this monitoring visit is as follows:

- Project Details
 - Project Overview
 - Post-contract Conditions of Offer
 - Budget Overview
 - Future Monitoring
 - Agreed Actions from previous visit
 - Notes/Actions
- Project Documentation
 - Capital Work Documentation
- Project Filing
- Final Inspection of Capital Costs
 - Notes/Actions
- Final Inspection of Procurement Records
- Recommendations
- Sign Off

Project Closure Visit (PCV)

When the project has concluded the LEP and the grantee meet for a final visit. The format of this monitoring visit is as follows:

- Project Evidence
 - Grant Agreement Review
 - Project Variations/Changes
 - Outputs and Supporting Evidence
 - Documentation Retention and Storage
- Lessons Learnt
- Issues/Risk/Queries
- Recommendations
- Sign Off

This framework was last updated 12th March 2019.

Enquiries 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 462026

Email: gill.hamer@marcheslep.org.uk

By post: Marches LEP, Cameron House, Knights Court, Archers Way, Battlefield Enterprise Park, Shrewsbury, SY1 3GA

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: enquiries@marchesgrowthhub.co.uk, or 0345 6000 727.

Media Enquiries

Any media enquiries for the Marches LEP should be directed to Be Bold Media
Email: hello@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 Chief Executive, by email: gill.hamer@marcheslep.org.uk, or letter: Marches LEP, Cameron House, Knights Court, Archers Way, Battlefield Enterprise Park, Shrewsbury, SY1 3GA, 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 the Chair of the Performance, Risk and Monitoring Committee, c/o Marches LEP, Cameron House, Knights Court, Archers Way, Battlefield Enterprise Park, Shrewsbury, SY1 3GA.

You should include details of which parts of the response at stage one you are not happy with. The Chair of the Performance, 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.

Confidential Complaints

The Marches LEP has a separate [Confidential reporting procedures for third parties and the public](#) policy. This sets out clearly our confidential reporting arrangements.

We keep records of all the complaints that we receive and monitor them regularly with our Performance, 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.

This policy was last updated 11th March 2019.

- The LEP is committed to creating a work environment with the highest possible standards of openness, probity and accountability. In view of this commitment we encourage employees and others with serious concerns about any aspect of the LEP's work to come forward and voice those concerns without fear of reprisal. For employees and those working closely with the LEP, please follow the [whistleblowing policy](#) on our website. For third parties and members of the public, please follow the confidential complaints procedure outlined below.
- However, if a member of the public or third party believes that their complaint fits the description below; they can elect to report their concerns through the [whistleblowing policy](#) procedure.
- *Whistleblowing* - where an individual who has concerns about a danger, risk, contravention of rules or illegality provides useful information to address this. In doing so they are acting in the wider public interest, usually because it threatens others or impacts on public funds. By contrast, a grievance or private complaint is a dispute about the individual's own position and has no or very limited public interest.

Confidentiality

- If a member of the public or a third party wants to make a confidential complaint or raise a concern, it will be treated in confidence and every effort will be made to protect the person's identity if they wish to remain anonymous. The LEP will investigate all complaints or allegations.

Anonymous allegations

- The LEP takes all complaints and concerns raised by members of the public and third parties seriously. We will investigate anonymous allegations. However, we remind complainants that when people put their names to an allegation the ability to investigate and therefore reach firm conclusions is strengthened. Concerns expressed anonymously will be considered at the discretion of the LEP. When exercising this discretion, the factors to be considered would include:
 - The seriousness of the issue raised;
 - The credibility of the concern; and
 - The likelihood of confirming the allegation from attributable sources.
- The Ministry of Housing, Communities and Local Government may request information arising from this process if they have concerns regarding a LEP or have been approached with similar complaints. The expectation is that this information will be provided on an anonymous basis. However, it may be necessary to provide personal details to progress a complaint.

- Where details are gathered, the LEP will put in place appropriate data protection arrangements in line with the [Data Protection Act 2018](#).

Confidential Complaints Procedure

- The LEP is aware that the organisation's ordinary complaints procedure may not be suitable if someone wants the complaint to remain confidential. If you would like to make a confidential complaint, please write or email to:

Gill Hamer, Marches LEP Chief Executive, Cameron House, Knights Court, Archers Way, Battlefield Enterprise park, Shrewsbury, SY1 3GA, or Nicholas Alamanos, Marches LEP Programme Manager, Cameron House, Knights Court, Archers Way, Battlefield Enterprise park, Shrewsbury, SY1 3GA.

State that you want the complaint to remain confidential.

Action taken by the LEP

- The designated complaints officer will raise your concern and investigate the complaint. You can expect the officer to:
 - Contact you within 10 clear working days to acknowledge the complaint and discuss the appropriate course of action.
 - Write to you within 28 clear working days with findings of the investigation. If the investigation has not concluded within 28 clear working days, the officer will write to you to give reasons for the delay in resolving the complaint.
 - Take the necessary steps to rectify the issue.

If you are unhappy with the outcome of the complaint or the complaint involves those responsible for the confidential complaints' procedure:

- You can escalate your concerns through other organisations mentioned in the normal complaints' procedure e.g. the LEP's Accountable Body which is Shropshire Council. These organisations will have their own confidentiality procedures.
- If you are either unable to raise the matter with the LEP or you are dissatisfied with the action taken you can report it direct to the Cities and Local Growth Unit in the Ministry of Housing, Communities and Local Government and the Department for Business, Energy and Industrial Strategy, at the following email address: LEPPolicy@communities.gsi.gov.uk or by writing to: LEP Policy Deputy Director, Cities and Local Growth Unit, Fry Block, 2 Marsham Street, London, SW1P 4DF. You should clearly mark your email or letter as "Official - complaints".

This policy was last updated 11th March 2019.

Introduction

- A Discloser is the person who is the whistle-blower.
- This procedure outlines the process to follow for a Discloser when reporting a perceived wrongdoing within the LEP, including something they believe goes against the core values of Standards in Public Life (the Nolan Principles) and the Code of Conduct (Chapter 4) for LEP Board Members and staff. The Standards in Public Life include the principles of; integrity, objectivity, accountability, openness, honesty, leadership and impartiality.
- LEP Board Members, as the key decision makers of the LEP, have a right and a responsibility to speak up and report behaviour that contravenes these values.
- It is important that this procedure is followed when raising any concerns, to ensure that the matter is dealt with correctly.

Definitions

- This document uses the following definitions:
 - *Whistleblowing* - where an individual who has concerns about a danger, risk, contravention of rules or illegality provides useful information to address this. In doing so they are acting in the wider public interest, usually because it threatens others or impacts on public funds. By contrast, a grievance or private complaint is a dispute about the individual's own position and has no or very limited public interest.
 - *The LEP* – The Marches Local Enterprise Partnership
 - *Discloser* – this is the person who is the whistle-blower. They might be an employee, a LEP Board Member, a contractor, a third party or a member of the public.
 - *Responsible Officer* - this is the person, appointed by the LEP, with overall responsibility for maintaining and operating this whistleblowing policy. They will maintain a record of concerns raised and the outcomes (but will do so in a form that does not endanger confidentiality) and will report to senior decision makers as necessary. Their name is Nicholas Alamanos and their contact details are nicholas.alamanos@marcheslep.org.uk, 07458 124655, *Cameron House, Knights Court, Archers Way, Battlefield Enterprise Park, Shrewsbury, SY1 3GA*. If the concern relates to the Responsible Officer then the concern should be raised with Gill

Hamer, gill.hamer@marcheslep.org.uk, 07990 086392 *Cameron House, Knights Court, Archers Way, Battlefield Enterprise Park, Shrewsbury, SY1 3GA.*

- *Relevant Concern* – something the Discloser has been asked to do, or is aware of, which they consider to be wrong-doing and is in the public interest.

Scope

- The LEP is committed to creating a work environment with the highest possible standards of openness, probity and accountability. In view of this commitment, we encourage Disclosers with serious concerns about the work of the LEP to come forward and voice their concerns without fear of reprisal.
- Disclosers should note that where the concern is one that might fall under the LEP's staff or work force policies on equality and diversity or harassment and bullying or other staff policies, they should consider using the reporting mechanisms for those other policies first <https://www.marcheslep.org.uk/>
- The LEP has a pre-existing complaints procedure that in many cases will be more appropriate for third parties or members of the public to follow. Third parties or members of the public should review the separate confidential complaints procedure outlined in the LEP's complaints policy <https://www.marcheslep.org.uk/> on the LEP's website first before going through the whistleblowing process.
- However, if a member of the public or third party believes that their complaint fits the description of a 'relevant concern' outlined below, they may report their concerns through the whistleblowing policy procedure.

Policy Statement

- The LEP acknowledges that Disclosers may often be the first people to realise that there may be something seriously wrong within the organisation.
- This policy aims to:
 - Encourage people to feel confident about raising serious concerns and to question and act upon their concerns without fear of victimisation or harassment;

- Provide avenues for Disclosers to raise those concerns and receive feedback on any action taken;
- Allow Disclosers to take the matter further if they are dissatisfied with the LEP's response; and
- Reassure all Disclosers, employees in particular who may have specific concerns about their position and employment status in the LEP, that they will be protected from possible reprisals or victimisation if they have a reasonable belief that they have made any disclosure in the public interest.

What is a relevant concern?

- If a Discloser is asked to do something, or is aware of the actions of another, which they consider to be wrongdoing, they can raise it using this procedure. The Discloser must have a reasonable belief that raising the concern is in the public interest.
- A Discloser may decide to raise a concern under the whistleblowing policy if they are aware of a situation that they feel:
 - is against the LEP's procedures and protocols as set out in its code of conduct and individual LEP Assurance Framework;
 - falls below established standards of practice the LEP subscribes to;
 - amounts to improper conduct; or
 - is an abuse of power for personal gain.
- The types of matters regarded as a relevant concern for the purpose of this procedure include, but are not limited to, the following:
 - Fraud or financial irregularity;
 - Corruption, bribery or blackmail;
 - Other Criminal offences;
 - Failure to comply with a legal or regulatory duty or obligation;
 - Miscarriage of justice;
 - Endangering the health or safety of any individual;
 - Endangering the environment;
 - Improper use of authority; and
 - Concealment of any of the above.
- Disclosers should not raise malicious or vexatious concerns, nor should they raise knowingly untrue concerns. In addition, this procedure should not be used to raise concerns of a HR/personal nature, such as, complaints relating to a management decision or terms and conditions of employment. These matters should be dealt with using the relevant alternative procedure, for example, the grievance procedure. Equally, this policy would not apply to matters of individual conscience where there is no suggestion of wrongdoing by the LEP but, for example, an

employee or LEP Board Member is required to act in a way which conflicts with a deeply held personal belief.

Safeguards

- The [Public Interest Disclosure Act \(1999\)](#) gives legal protection to employees against being dismissed or penalised by their employers as a result of publicly disclosing certain serious concerns. The LEP believes that no member of staff should be at a disadvantage because they raise a legitimate concern.
- The LEP will not tolerate harassment or victimisation and will take action to protect Disclosers when they raise a concern in the public interest.

Raising a concern

- If a Discloser experiences something in the workplace which they consider a relevant concern, it is important that the concern is raised as early as possible. Proof is not required at this point – it is for the LEP to investigate. The Discloser must, however, have a reasonable belief that disclosing the information is in the public interest before raising a concern.
- All concerns will be treated in confidence and every effort will be made to protect the Discloser's identity if they wish to remain anonymous. However, at the appropriate time, it is possible that the Discloser will need to come forward as a witness for the matter to progress.
- It is important to follow the correct procedure when raising a whistleblowing concern. The following steps should be adhered to:
 - It is important that the concern is raised with the person best placed to deal with the matter, in most cases this will be the Responsible Officer. However, the Discloser may want to raise the concern with someone they know and trust, such as their line manager who can raise it with the Responsible Officer on their behalf.
 - If it is suspected that the concern may implicate the line manager in some way, then it could be raised with a more senior manager in the line management chain.
 - If the Discloser is unable to raise a relevant concern with a line manager or a senior manager or feel that it has not been adequately addressed, it should be raised directly with the Responsible Officer.
 - Ultimately, the Discloser can raise their concern with the LEP Chief Executive.

Information needed to raise a concern

- When raising a concern under the procedure the Discloser should try to provide the following information:
 - The background and reason behind the concern;
 - Whether they have already raised a concern with anyone and the response; and
 - Any relevant dates when actions related to the concern took place.
- This information should demonstrate that there are reasonable grounds for the concern to be acted upon. It is important that matters are not investigated by the Discloser themselves.
- If applicable, personal interests must be declared from the outset.

How the concern will be handled

- All investigations will be conducted sensitively and as quickly as possible. While the LEP cannot guarantee that the outcome will be as the Discloser may wish, it will handle the matter fairly and in accordance with this procedure. All concerns will be treated in confidence and every effort will be made to protect the Discloser's identity if they wish to remain anonymous. However, at the appropriate time, it is possible that the Discloser will need to come forward as a witness for the matter to progress.
- Once a concern has been raised with either the line manager or Responsible Officer, Senior Manager or LEP Chief Executive, a meeting may be arranged with them to determine how the concern should be taken forward.
- The LEP may decide to take the matter forward by a number of methods, including:
 - An internal inquiry or other formal investigation;
 - An internal or external audit;
 - Referring the matter to the police;
 - Referring the matter to another relevant authority for investigation.
- Before a final decision is taken on how to proceed, or as part of the investigation, the Discloser may be asked to meet with those investigating their allegation.

- If a meeting is arranged, the Discloser may wish to be accompanied by a trade union representative, colleague or friend. The person who accompanies the Discloser should not be involved or have a direct interest in the area of work to which the concern relates. The meeting can be conducted over the telephone rather than face to face.
- Within 10 clear working days of a concern being raised, the LEP's Responsible Officer will write to the Discloser to:
 - Acknowledge that the concern has been received;
 - Indicate how they propose to deal with the matter;
 - Give an estimate of how long it will take to provide a final response;
 - Tell the Discloser whether any initial investigation or enquiry has been made;
 - Tell the Discloser whether further investigation will be made, and if not, why not;
 - Tell the Discloser how frequently the LEP will keep them up to date on progress of the investigation.
- The amount of contact between the LEP and the Discloser concerned will vary depending on the concern raised, any difficult issues and any further clarity required. If necessary, the LEP will seek further information from the Discloser.
- The LEP will confirm when the matter is concluded and, if appropriate, the outcome of the investigation, maintaining security and confidentiality for all parties as far as possible.
- Throughout any investigation, the Discloser will still be expected to continue their duties/role as normal unless deemed inappropriate.

Confidentiality and anonymity

- The LEP always encourages potential Disclosers to speak up about potential serious wrongdoing in a way that they feel comfortable. The best way to raise a concern is to do so openly, as this makes it easier for the LEP to investigate and provide feedback.
- Any disclosures made under this procedure will be treated in a sensitive manner. However, the LEP recognises that the Discloser may want to raise a concern in confidence, i.e. they may want to raise a concern on the basis that their name is not revealed without their consent.

- The LEP will respect any request for confidentiality as far as possible, restricting it to a 'need to know' basis. However, if the situation arises where it is not possible to resolve the concern without revealing the Discloser (for example in matters of criminal law), the LEP will advise them before proceeding. The same considerations of confidentiality should be afforded to the recipient(s) at the centre of the concern, as far as appropriate.
- Disclosers may choose to raise concerns anonymously, i.e. without providing their name at all. If this is the case, the investigation itself may serve to reveal the source of information. Disclosers are therefore encouraged, where possible to put their names to concerns raised. When anonymous concerns are raised, they will be treated as credible and investigated so far as possible.

Protection

- If a concern is raised in the reasonable belief that it is in the public interest and procedures have been followed correctly, the Discloser raising the concern will be protected by the terms of this policy and, where applicable, by whistleblowing legislation (see gov.uk for more information on who is covered by whistleblowing legislation). Where a Discloser has been victimised for raising a concern, the LEP concerned will take appropriate action against those responsible, in line with the LEP's disciplinary policy and procedures.

Changes to procedures or policy as a result of whistleblowing

- If changes are made to LEP policies and processes as result of whistleblowing investigations, the LEP will publicise the changes as appropriate, taking into consideration the importance of protecting the anonymity and confidentiality of individuals.

Untrue allegations

- If a Discloser makes an allegation but it is not confirmed by the investigation, no action will be taken against them. However, if a malicious or vexatious allegation is made without good reason to: cause trouble; for personal gain; or to discredit the LEP an investigation may take place. Where the Discloser is an employee or a LEP Board Member or a contractor this may result in disciplinary or other action if they have broken the terms of their employment, acted against the LEP Code of Conduct or broken a clause in a contract.

How this matter can be taken forward if you are not satisfied

- This procedure is intended to provide Disclosers with an avenue to raise legitimate concerns. If you are either unable to raise the matter with the LEP or you are dissatisfied with the action taken you can report it directly to the Cities and Local Growth Unit in the Ministry of Housing, Communities and Local Government and the Department for Business Energy and Industrial Strategy, at the following email address: LEPPolicy@communities.gsi.gov.uk or by writing to: LEP Policy Deputy Director, Cities and Local Growth Unit, Fry Block, 2 Marsham Street, London, SW1P 4DF. You should clearly mark your email or letter as “Official - whistleblowing”.
- In addition, if you are either unable to raise the matter with the LEP or you are dissatisfied with the action taken you may consider raising it with:
 - The police;
 - The relevant regulatory body or professional body;
 - Your Trade Union;
 - Your solicitor;
 - Your Citizens Advice Bureau.

Further information and signposting for potential Disclosers is available on www.gov.uk.

- If a Discloser does take the matter outside the LEP, to an external body, they should ensure they do not disclose information that is confidential, for example, if you are an employee your contract of employment may set out expectations of your regarding what is confidential.

Feedback on Whistleblowing Policy

- Any feedback or comments on this policy should be directed to the LEP’s Responsible Officer.

This policy was last updated 11th March 2019.

The Marches LEP is dedicated to supporting a fully inclusive culture. We recognise that we have a role in promoting diversity and eliminating discrimination and seek to do this in the way we conduct ourselves and our business.

Our aim is to ensure the Marches LEP Board, its sub-boards and any business groups or committees within our structure, will provide equal opportunity for everyone.

This policy reinforces our commitment to providing equality and fairness to all those who wish to work with or for us and we will not act less favourably on the grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, ethnic origin, colour, nationality, national origin, religion or belief, or sex and sexual orientation. We are opposed to all forms of unlawful, unfair and inappropriate discrimination.

All Board appointments are made on merit, in the context of the skills and experience that the Board requires to run effectively. The LEP Board is committed in ensuring membership of the group is representative of our local business community (including geographies, gender and protected characteristics), as a consequence we work closely with our Business Board and other networks (Women in Business) in raising our profile and promoting any vacancies. The LEP is active in running campaigns across a number of platforms (including social media) to help attract interest from individuals whom otherwise may not be aware of LEP and the work it undertakes.

In addition to these commitments, the LEP Board will nominate one member to act as its Champion for Equality and Diversity. This member will sit on the recruitment panel and also consider conduct across the LEP structure in fulfilling its commitment to promote quality and diversity and eliminate discrimination and measure its success in achieving this.

The LEP will regularly monitor and review diversity at LEP Board level, ensuring that vacancies/opportunities are promoted effectively across the wider business community.

This statement was last updated 11th March 2019.

Appendix 18 **The Marches LEP Equality and Diversity Policy**
NOT YET UPDATED

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, and from 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. Within our 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:

- Black and minority ethnic communities;
- Disabled people;
- Lesbians, gay men, bisexual and transgender people;
- Romany and traveller communities;
- Women;
- Young and old people.

The Marches LEP is committed to providing equality of opportunity and tackling discrimination, harassment, intimidation and disadvantage. We are also committed to achieving the highest standards in service delivery, decision-making and employment practice.

This policy applies to all areas of the LEP's work and includes ensuring diverse representation on the LEP Board and sub-groups which reflects the business community in the area.

The Marches LEP is fully committed to improving the gender balance and representation of those with protected characteristics on its Board and LEP working groups. The Marches LEP is committed to achieving the targets set for one third of the Board being female by 2019/20 FY and is committed to work hard to achieve equal representation by the end of 2022/23.

When making decisions, in particular those relating to procurement of goods, services and facilities, or to the awarding of contracts, the Marches LEP will pay due regard to the Equality Act 2010.

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 Duties:

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

Specific Duties:

- To publish information to demonstrate how we are complying with the Public Sector Equality Duty.
- To prepare and publish equality objectives.
- To not tolerate less favourable treatment of anyone on the grounds of their:
 - Age;
 - Disability;
 - Gender reassignment;
 - Marriage and civil partnership;
 - Pregnancy and maternity;
 - Race;
 - Religion or belief;
 - Sex;
 - Sexual orientation;
 - Or any other reason which cannot be shown to be justified.

This policy was last updated 11th March 2019.

Introduction

- Local Economic Partnerships (LEPs) are partnerships between Local Authorities and businesses. They are charged by government with setting the economic growth priorities for their areas, providing business-led solutions to meet the UK productivity challenge, through local investment in physical infrastructure, workforce skills & training and business innovation and enterprise.²
- Local planning authorities should use LEPs as a key source of information and guidance on the economic and business dimension of their plans and policies. LEPs should be treated as formal consultees in the plan and policy-making process, including providing them access to planning expertise.
- Due to the close-knit nature of the LEPs' engagement with local authorities, and the representation of local business on each LEP Board, they are exposed to the potential for conflicting interests to emerge during their work. These conflicts can arise both within the operations of the LEP, and those of local authorities and privately held businesses.
- The "Local Enterprise Partnership National Assurance Framework"² has been developed to guide local decision making to support accountability, transparency, and value for money. It requires that:
 - LEPs have clear arrangements in place which enable effective and meaningful engagement with local partners and the public;
 - LEPs operate transparently, giving the public confidence that decisions made are proper, based on evidence, and capable of being independently scrutinised; and,
 - have a published conflicts of interest policy, a published register of interests covering any decision makers, which is kept updated, and a published complaints policy.
- This policy is to ensure that any conflicts of interest which may arise in the LEP's business processes are recorded and managed. This is to protect the integrity of the LEP and to give stakeholders confidence in the probity of the LEP's decision-making. Therefore, it helps to protect the reputation of the LEP and of its members.

² <https://www.gov.uk/government/publications/2010-to-2015-government-policy-local-enterprise-partnerships-leps-and-enterprise-zones/2010-to-2015-government-policy-local-enterprise-partnerships-leps-and-enterprise-zones>

² <https://www.gov.uk/government/publications/local-enterprise-partnership-national-assurance-framework>

Applicability

- These arrangements apply to the LEP Board, its staff (where applicable) and committees, groups, and any co-opted members or advisers to the LEP.
- The principles also apply to the LEP's wider business membership or those purporting to speak for the LEP.
- All participants in decision-making fora, including the Board and any of its subsidiary entities shall be required to abide by the 'Code of Conduct' set out in the LEP Board Terms of Reference.
- Where other codes of conduct or policy arrangements apply to members in their respective roles outside of the LEP, the LEP's Code and Policy take precedence whilst that member is acting for the LEP.
- Interests in matters relating to the Agenda of any meeting shall be declared and noted at the beginning of each meeting.
- All LEP Board members and staff are required to conduct themselves in accordance with the 7 Nolan Principles of Public Life at Appendix A.

Definitions

- Interest
 - An interest in a matter is where there is a reasonable likelihood of the person (or other parties as defined at 3.4 below) being affected by the decision, either directly, or indirectly. This may include both gain and loss to the person/ parties which would not have happened had the interest not existed.
 - Interests may be associated with, for example, employment, other appointments (including trusteeships, directorships, elected office), memberships (whether corporate or personal), investments, shareholdings, land and property, intellectual property, customer/client relationships, use of the LEP's services or anything else which could (or could be perceived to) impact on the member's ability to act fairly (independently, impartially, and in the public interest).
- Relevant Parties
 - The following parties should be considered when assessing the potential effect of a member's declared interest on any decision:
 - the member, the member's family, including spouse or civil partner or any person living in the same household as the member;
 - a firm, business, or other organisation with which the member is connected.
- Pecuniary Interest
 - An interest through which the member or Relevant Party stands to gain or lose financially.
- Non-pecuniary Interest

- An interest through which the member or Relevant Party stands to gain or lose in non-financial ways.
- Conflict of Interest
 - A conflict of interest is a situation in which one cannot make a fair decision on a matter because one may be affected by the result due to competing interests or loyalties.
 - Examples of conflicts of interest are included in Appendix B - Additional Guidance for Board Members.

Policy Statement

- Marches LEP Board (the Board) recognises the potential for actual or perceived conflicts of interest to arise throughout the conduct of its business.
- The Board will support its members to conduct LEP business effectively, while minimising exposure to disadvantageous outcomes and criticism arising from such potential conflicts.
- The Board further recognises and accepts that this requires the highest standards of conduct, integrity, accountability, transparency, openness, and probity at each stage of the LEP's business.
- The Board shall act impartially, and in the public interest throughout the conduct of its business.
- The Board will apply the standards and procedures set out in this document and any related local and national Assurance Framework provisions to address the circumstances in which actual or perceived conflicts of interest might arise.

Policy Provisions

- The Board will establish and keep up to date a Register of Members' Interests which shall be available to the public.
- Members must declare any potential conflicts of interest at the start of the meeting and again when the relevant item is reached on the agenda, regardless of whether it is already included in the Register of Interests.
- Declarations shall be recorded in the minutes of meetings.
- Members may not participate in the discussion or determination of matters in which they have a pecuniary interest.
- For non-pecuniary interests, the member must consider whether participation in the discussion or determination of a matter could cause a bias or be otherwise inappropriate.

The Register of Declarations of Interest

- The Secretariat will maintain the Register of Interests for all members of the LEP Board and sub-boards, as well as any other constituted LEP groups which make decisions on behalf of, or makes recommendations to the Board.

- Members must declare their interests for inclusion in the Register immediately upon joining a constituted LEP group.
- The Register of Interests shall be available to the public.
- Members must update their declarations as and when interests change and annually.
- The LEP shall use the Register to monitor its compliance, and the compliance of the individuals completing it, with the LEP's Conflicts of Interest Policy.

Managing Conflicts of Interest

- Where pecuniary interests are identified, and declared, the member shall absent themselves from the meeting and take no part in discussions or decisions.
- Where interests other than pecuniary interests (see paragraph 1404186699. above) are declared, the member is responsible for deciding whether they should:
 - participate in the discussion of that matter;
 - remain in the room for the discussion of that matter;
 - Be counted in the quorum for that part of the meeting.
- Where decisions or recommendations are made by written procedure, any member with a conflict of interest must immediately notify the Chair and take no part in the voting.
- The Secretariat shall minute all such declarations and associated proceedings.

Code of Conduct

- A Board Member or member of staff shall not use their position directly or indirectly, for personal gain.
- Additionally, they must:
 - Support the aims and objectives of the LEP and promote the interests of the LEP within their local and business community.
 - Base their views on matters before the Board on an honest, reasonable, and defensible assessment of the available facts.
 - Cooperate with other members and officers in the best interests of the LEP and the public.
 - Support equal opportunities in the work of the LEP and make provision for it within the Strategic Economic Plan.
 - Acknowledge that they have no authority outside meetings of the LEP Board and its groups and committees.
 - Act honestly, diligently and in good faith, noting that to do so may require taking professional advice.
 - Resist any temptation or outside pressure to use the position of Board Member to benefit themselves or other individuals or agencies.
 - Not accept offers of money, gifts, or hospitality, or anything else that could be construed as an inducement or reward for any action or position adopted whilst serving as a member of the Board.

- Acknowledge that differences of opinion may arise in discussion but once the Board has decided, to support implementation of the decision.
 - Understand that members do not have the right to make statements or express opinions on behalf of the Board unless specifically authorised to do so.
 - Respect the confidentiality of items of business which the Board decides should remain confidential (where permitted by law).
 - Honour the obligations on all members not to reveal to third parties the views expressed at meetings.
 - Have regard to the broader responsibilities as a Board including the need to promote public accountability for the actions and performance of the Board.
 - 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 the LEP.
 - Give priority, as far as practicable, to attendance at meetings of the Board and its meetings and its committees or groups.
- Any Board member who has or has had an interest in a company liquidation, receivership, or administration of a company, or who has been summonsed or convicted of a criminal charge, or who has been involved in any activity which might undermine public confidence in the LEP shall immediately inform the Chair and LEP Chief Executive.
 - If a Board Member becomes bankrupt or makes arrangements with his/her creditors related to bankruptcy, he/she shall inform the Chair and the LEP Chief Executive.
 - Within 5 working days of receipt, notify the LEP Team in writing of any gift, benefit or hospitality with a value equal to or more than £50 which you have accepted as a member of the Board, from any person or body. The LEP Team will place your notification on a public register of gifts and hospitality.

Review

- The Board shall keep under review the provisions set out in its Accountability and Assurance Framework (AAF), including this document.
- The Board will discuss and propose changes to the AAF as and when deemed necessary, and formally at least once a year.
- The Board will keep their private sector representation under review, in accordance with the Terms of Reference for the LEP Board and each of its sub-groups.

Appendix A - Nolan Principles of Public Life

Selflessness

Act solely in the public interest.

Integrity

Avoid placing yourself under any obligation to people or organisations that might try inappropriately to influence them in their work.

You must not act or take decisions to gain financial or other material benefits for yourself, your family, or your friends.

You must declare and resolve any interests and relationships.

Objectivity

Act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

Be accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness

Act and take decisions openly and transparently.

Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty

Be truthful in your statements.

Leadership

Exhibit these principles in your conduct.

Actively promote and robustly support the principles and be willing to challenge poor conduct wherever it occurs.

Appendix B – Additional Guidance for Board Members

Examples of Potential Conflicts of Interest and Proposed Mitigation

Example 1: A Board Member participates in the commissioning process for the purchase of a service for the LEP but he/she, a spouse or business associate has a financial interest in one of the organisations that is a candidate for funding.

Mitigation 1: The Board Member does not attend meetings where the purchase is under consideration and does not take a role in authorising such a purchase.

Example 2: A Board Member participates in the commissioning process for the purchase of a service for the LEP but he/she, a spouse or close business associate has a non-financial interest in one of the organisations that is a candidate for funding e.g. is a member of the Board of that organisation but receives no remuneration or other financial compensation for that role.

Mitigation 2: The Board Member is excluded from the process, and if it becomes known during the process, that the process is restarted without that individual's participation.

Example 3: A Board Member is in a meeting where the views of both the LEP and another organisation with which the Board Member has some association could be given. The views may be different for each organisation.

Mitigation 3: The Board Member should make the LEP aware in advance of such meetings where they think confusion around representation may occur. The LEP can then provide a briefing for the Board Member to follow, if that is appropriate. All Board Members should be clear in meetings in what capacity they are speaking and follow the LEP brief if available.

Example 4: A Board Member is corresponding with a LEP stakeholder where the views of either the LEP or another organisation with which the Board Member has some association could be given and may be different.

Mitigation 4: In all forms of communication where such circumstances arise, the Board Member must be clear who they are representing e.g. if corresponding by letter or e-mail make sure the appropriate letterhead or electronic signature is used and emphasise in the text of the correspondence which organisation's interests are being represented in any Board Member response.

Example 6: A Board Member can determine a policy or strategy for the LEP in such a way that will give another organisation with which they are associated an unfair advantage over its competitors.

Mitigation 6: The Board Member does not have sole responsibility for signing off such matters.

Example 7: A Board Member is also a Board Member of another LEP that is competing for the same funds, or where he/she or his/her spouse or his/her business can exploit an opportunity that the Marches LEP also wishes to exploit.

Mitigation 7: The Board Member does not attend meeting where the funding opportunity I discussed and does not take part in any decisions arising from those meetings.

Example 8: A Board Member has an historical connection to the potential beneficiary of a decision, sufficient to require the conflict to be declared.

Mitigation 8: The Board Member does not attend meetings where the decision is under consideration and does not take a role in authorising the decision.

Appendix C – Potential Sources of Interests

The following table sets out some potential sources from which interests can arise.

Subject	Description of interest
<i>Employment, office, trade, profession, or vocation</i>	<i>Any employment, office, trade, profession, or vocation carried on for profit or gain which you or the relevant party undertakes.</i>
<i>Sponsorship</i>	<i>Any payment or provision of any other financial benefit (other than from the LEP) made or provided in respect of any expenses incurred by you in carrying out duties as a member.</i>
<i>Contracts</i>	<p><i>Any contract which is made between you or the relevant party (or a body in which you or the relevant party has a beneficial interest) and the LEP –</i></p> <p style="padding-left: 40px;"><i>(a) under which goods or services are to be provided or works are to be executed; and</i></p> <p style="padding-left: 40px;"><i>(b) which has not been fully discharged.</i></p>
<i>Land</i>	<i>Any beneficial interest in land which you or the relevant party have and which is within the area of the LEP.</i>

<i>Licences</i>	<i>Any licence (alone or jointly with others) which you or the relevant person holds to occupy land in the area of the LEP for a month or longer.</i>
<i>Corporate tenancies</i>	<i>Any tenancy where (to your knowledge) the tenant or landlord is a relevant party</i>
<i>Securities</i>	<i>Any beneficial interest which you or the relevant person has in securities of a body where that body (to your knowledge) has a place of business or land in the area of the LEP.</i>

Works Cited

- Marches LEP Code of Conduct & Conflicts of Interest Policy. Web. 14 May 2017.
- "2010 to 2015 Government Policy: Local Enterprise Partnerships (LEPs) and Enterprise Zones." 2010 to 2015 Government Policy: Local Enterprise Partnerships (LEPs) and Enterprise Zones - GOV.UK. Web. 14 May 2017.
- "Local Enterprise Partnership National Assurance Framework." Local Enterprise Partnership National Assurance Framework - GOV.UK. Web. 14 May 2017.

The Relevant Authorities (Disclosable Pecuniary Interests) Regulations

This policy was last updated 11th March 2019.

28 February 2019 to 27 February 2020

As a Board Member/Co-opted Member of the Marches Local Enterprise Partnership (LEP), I declare that I have the following disclosable pecuniary and/or non-pecuniary interests. ***(Please state 'None' where appropriate, do not leave any boxes blank).***

NOTIFICATION OF CHANGE OF CIRCUMSTANCES

Each Board Member shall review their individual register of interests before each board meeting and decision-making committee meeting, submitting any necessary revisions to the LEP and S151/S73 Officer at the start of the meeting. Any recorded interests relevant to the meeting should also be declared at this point.

Even if a meeting has not taken place a Member must, within 28 clear working days of becoming aware of any change to the interests specified below, provide written notification to the LEP and S151/S73 Officer, of that change.

***SPOUSE/PARTNER** – In the notice below my spouse or partner means anyone who meets the definition in the [Localism Act](#), i.e. my spouse or civil partner, or a person with whom I am living as a spouse or a person with whom I am living as if we are civil partners, and I am aware that that person has the interest having carried out a reasonable level of investigation. Where your spouse or partner has recently been involved in any activity which would have been declarable, this should be mentioned, with the date the activity ended.

SECTION 1	ANY EMPLOYMENT, OFFICE, TRADE, PROFESSION OR VOCATION CARRIED ON FOR PROFIT OR GAIN	MYSELF (and/or spouse/partner where applicable)
1.1	Name of: <ul style="list-style-type: none"> ○ your employer(s) ○ any business carried on by you 	

	<ul style="list-style-type: none"> ○ any other role in which you receive remuneration (this includes remunerated roles such as councillors). 	
1.2	Description of employment or business activity.	
1.3	The name of any firm in which you are a partner.	
1.4	The name of any company for which you are a remunerated director.	
SECTION 2	SPONSORSHIP	MYSELF (and/or spouse/partner where applicable)
2.1	<p>Any financial benefit obtained (other than from the LEP) which is paid as a result of carrying out duties as a Member.</p> <p>This includes any payment or financial benefit from a Trade Union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992 (a).</p>	
SECTION 3	CONTRACTS	MYSELF (and/or spouse/partner where applicable)
	Any contract for goods, works or services with the LEP which has not been fully discharged by any organisation named at 1.1.	
	Any contract for goods, works or services entered into by any organisation named at 1.1 where either party is likely to have a commercial interest in the outcome of business being decided by the LEP.	

SECTION 4	LAND OR PROPERTY	MYSELF (and/or spouse/partner where applicable)
	<p>Any interest you or any organisation listed at 1.1 may have in land or property which is likely to be affected by a decision made by the LEP.</p> <p>This would include, within the area of the LEP:</p> <ul style="list-style-type: none"> ○ Any interest in any land in the LEP areas, including your place(s) of residency ○ Any tenancy where the landlord is the LEP and the tenant is a body in which the relevant person has an interest ○ Any licence for a month or longer to occupy land owned by the LEP. <p>For property interests, please state the first part of the postcode and the Local Authority where the property resides. If you own/lease more than one property in a single postcode area, please state this.</p>	
SECTION 5	SECURITIES	MYSELF
5.1	Any interest in securities of an organisation under 1.1 where: -	

	<p>(a) that body (to my knowledge) has a place of business or land in the area of the LEP; and</p> <p>(b) either –</p> <p>(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which has an interest exceeds one hundredth of the total issued share capital of that class.</p>	
SECTION 6	GIFTS AND HOSPITALITY	MYSELF
	Any gifts and/or hospitality received as a result of membership of the LEP (above the value of £50).	

OTHER INTERESTS

Membership of Organisations

I am a member of, or I am in a position of general control, a trustee of, or participate in the management of:

1. Anybody to which I have been appointed or nominated by the LEP:

2. Anybody exercising functions of a public nature (eg school governing body or another LEP):

3. Anybody directed to charitable purposes:

4. Anybody, one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union):

5. Any local authority (please state any interests you hold as LA leaders/cabinet members for LA land, resources and the LA's commercial interests):

6. Any other interest which I hold which might reasonably be likely to be perceived as affecting my conduct or influencing my actions in relation to my role.

MEMBER'S DECLARATION AND SIGNATURE (Not for publication: For LEP records only)

I confirm that having carried out reasonable investigation, the information given above is a true and accurate record of my relevant interests, given in good faith and to the best of my knowledge;

Date	
Member's Name <i>(Capitals – in full)</i>	
Signature	

RECEIPT BY LEP

Date received by the LEP	
Signature of LEP Chief Executive	

This form was last updated 11th March 2019.

The Marches LEP collects, processes and holds your personal information in order to provide our services effectively. We recognise that your personal information is important, and we take our responsibilities for ensuring that we collect and manage it appropriately very seriously.

To process your personal information, we are registered as a 'Data Controller' under the Data Protection (ZA144526).

This Privacy Notice explains how we use and share your information.

Assurances

- We respect our responsibility to hold your personal information on your behalf.
- We will only collect and hold personal information for specified purposes.
- We will only retain your personal information for as long as we need to.
- We will be open and transparent with you from the point of collection about how we will use your personal data and who we will share it with.
- We are committed to ensuring effective safeguards and systems are in place to keep your personal information safe and secure.
- We will make it as easy as possible for you to access and correct your personal information.
- We ensure all employees handling your personal information have appropriate training and guidance, and have processes in place to monitor, identify and deal with misuse.
- We process all personal data in accordance with the principles of the Data Protection Act.

Collection of Information

We may collect personal information from you, in the following ways:

- Paper, electronic or online forms;
- Email;
- Telephone;
- Website;
- Face-to-face, with one of our employees, or one of our partners.

Type of Information we Collect

On occasions we may collect personal and business data to enable us to deliver our services, we collect:

- Your personal contact details;
- Your business contact details;
- Details of your business;
- Details of your enquiries.

How we use your information

We will use your personal information for a limited number of purposes, and always in accordance with the principles set out in the Data Protection Act, including –

- For the purpose you provided the information for or where you have consented to the processing of your information
- To deliver the services you request
- To allow us to communicate effectively with you
- To confirm your identity where needed to provide our services
- To improve our understanding of your needs, to enable us to inform you of and provide you with other relevant services and benefits
- To monitor and improve our performance and delivery of services
- To process financial transactions including grants, payments and benefits we administer, or where we are acting on behalf of others i.e. The Department for Work and Pensions
- To ensure that we meet our legal obligations efficiently and effectively, including those relating to Equality and Diversity and Health and Safety
- To carry out our law enforcement functions efficiently and effectively, including licensing, planning enforcement and Trading standards
- To prevent and detect fraud and corruption in the use of public funds
- Where necessary to protect individuals from the risk of harm or injury; and
- Where otherwise permitted under the Data Protection Act

We may not be able to provide you with a product or service unless we have enough information, or your permission to use that information. Your personal data, after it has been anonymised, may be used to for statistical analysis to allow us to effectively target and plan the allocation of resources and provision of services.

If you have any questions about how we use your personal details, contact the Information Governance Team on 0345 678 9000 or via email at information.request@shropshire.gov.uk.

If you have any issues with the way your data has been used, you may make a complaint to the Information Regulators Office at www.ico.org.uk telephone 03031231113 (Local rate call)

Information Sharing

We may disclose your information to others, but only if permitted by the Data Protection Act or we are obliged to do so under any other legislation. This includes for the prevention and/or detection of crime, or where it is necessary to allow a third party working for or acting on behalf of the council, to provide a service. If we need to disclose your data to a third party to provide a service to you, we will always make this clear to you from the date of collection and ask for your consent.

We strive to ensure that the personal data in our care is protected and secure.

Where your information is disclosed to a third party, we will seek to ensure that they have enough systems and procedures in place to protect your personal data and will only use it for the specified purposes it was provided for.

Where we need to disclose your sensitive or confidential information to a third party, we will only do so once we have obtained your explicit consent unless we are legally

required to do so, or where we have good reason to believe that failing to share the information would put you or someone else at risk of harm.

We will not pass your personal information to external organisations for marketing or sales purposes or for any commercial use without your prior express consent.

We will only transfer your personal information overseas, where we are obliged to do so by law or in individual cases where there is a specific requirement and then only with your consent.

Personal and business details may be shared with Government departments when we are required to do so by government regulations.

Processing of Personal Information

Our employees will be given access to and process your personal information for the purposes of their official duties, but only the personal information needed for that specific purpose, for which they are authorised. They must not disclose your personal data to anyone else without your consent, unless they are legally obliged or empowered to do so.

Your Rights

You have the right to request that we stop processing your personal data in relation to any Marches LEP service. To do this you must write to (details below) us explaining what processing you want us to stop and why:

Marches Local Enterprise Partnership

Cameron House

Knights Court, Archers Way

Battlefield Business Park

Shrewsbury

SY1 3GA

Please be aware, that this may cause delays or prevent us providing you with a service. Where possible we will seek to comply with your request, but this may not always be possible as we may be required to hold or process your information to comply with a legal requirement. We will reply to you within 21 days and let you know what we have done about your request.

You are legally entitled to request access to any information we hold about you, this is called a Subject Access Request.

We aim to ensure that any information we hold about you is correct. If you believe that any information we hold about you is incorrect, you have the right to have this corrected.

We will not use your personal data for third party marketing without your express consent.

Emails

If you email us we may store these on our computer systems or may store the details from them, however we do not routinely retain all emails.

Telephone Calls

The Marches LEP does not record or monitor any telephone call you make to us or receive from us.

Marches LEP Website

Privacy

We do not capture or store any personal information about individuals who access this website, except where you voluntarily choose to give us your personal details via e-mail or by enquiring about or ordering any of our services and products. In these latter cases, the personal information you give us is used exclusively by us to provide you with current and future information about our services and products. We do not pass any of your personal data to outside organisations and/or individuals, except with your express consent.

You have a right to know about the personal information we hold about you. You also have a right to have your data corrected or deleted. Please address all your requests and/or queries about our data protection to:

Marches Local Enterprise Partnership
Cameron House
Knights Court, Archers Way
Battlefield Business Park
Shrewsbury
SY1 3GA

Data Protection Notice

Any personal information collected from this website will be used in accordance with the Data Protection Act 2018 and/or the EU General Data Protection Regulation 2018 (GDPR). We have taken appropriate measures to keep users' personal information secure. Any disclosures of information will be made only with your permission. We may use your name and e-mail address to contact you with information about future offers and promotions.

Personal information our website collects

Visitor tracking

Like most website, this one uses Google Analytics (GA) to track user interactions. This allows us to know the number of people using our site and which pages and sections they look at most or spend the most time on. Such information enables us to learn what users are most interested in and how we can improve what we provide to them. This is done using cookies. You can read more about them below.

Google Analytics records information including a rough geographical location (perhaps to town level), the device you are using, your internet browser and operating system. None of this information allows us or anyone else to personally identify you. GA also records your computer's IP address, which could be used to personally identify you. Google does not grant us access to your IP address.

We consider Google to be a third-party data processor. It is compliant with the relevant EU data regulations and you can read the Google Privacy Policy [here](#).

Email newsletter

Through this website you can sign up for our email newsletters. If you do this, the email address you submit will be forwarded to our email marketing services provider, Mailchimp, along with any name you give us on sign-up. We consider Mailchimp to be a third-party data processor. You can read the Mailchimp Privacy Policy [here](#). Mailchimp may store your data in the United States, however as we do not collect sensitive data (under the current definitions) it remains compliant with the relevant legislation.

The email address you submit to us will not be stored within this website's own database.

We use a two-step login process, which generates a one-time code, for Mailchimp. This provides an extra layer of protection for your data.

You can ask us what data we hold for you in Mailchimp at any time, or request to be removed from our list at any time. When requesting removal please use the email account that is subscribed to the mailing list in question.

If you are under 16 years of age you **MUST** obtain the consent of a parent or guardian before joining our email newsletter list.

Data breaches

We will report any unlawful data breach of this website's database or the database(s) of any third-party data processors to all relevant authorities within 72 hours of the breach becoming known to us if it is apparent that personal data, stored in an identifiable manner, has been stolen.

Security

This website is regularly checked and maintained. When software updates and security patches are released, we are notified, and they are applied without undue delay (where doing so would not interfere with the ongoing operation of the website).

In addition to normal web server security practice, this website is protected by additional measures which scan for malware and block (and log) intrusion attempts.

Cookies policy (information our website collects from you)

What is a cookie?

Cookies are used to improve your experience on the web by e.g. remembering your passwords, enabling you to set the size of text, or making it easy to add items to a shopping cart. Analytics cookies which track your behaviour across a site without identifying you in anyway are collected to help website owners understand what works well on the site and what could be improved.

Cookies are small text files that are stored on the hard drive of your computer / device so that when you visit a site again it remembers whether you have been there before and what your preferences were. Some cookies are only temporary and are deleted at the point you close your browser. Other cookies are stored for longer.

Some cookies are designed to track your behaviour and remember what you have been searching for or looking at online to be able to tailor specific content to you when you visit the site again.

Types of Cookie

Category 1: strictly necessary cookies:

These cookies are essential to enable you to move around the website and use its features, such as accessing secure areas of the website. Without these cookies some services cannot be provided.

Category 2: performance cookies:

These cookies collect information about how visitors use a website, for instance which pages visitors go to most often, and if they get error messages from web pages. These cookies don't collect information that identifies a visitor. All information these cookies collect is aggregated and therefore anonymous. It is only used to improve how a website works. By using our website, you agree that we can place these types of cookies on your device.

Category 3: functionality cookies

These cookies allow the website to remember choices you make (such as your user name, language or the region you are in) and provide enhanced, more personal features. For instance, a website may be able to provide you with local weather reports or traffic news by storing in a cookie the region in which you are currently located. These cookies can also be used to remember changes you have made to text size, fonts and other parts of web pages that you can customise. They may also be used to provide services you have asked for such as watching a video or commenting on a blog. The information these cookies collect may be anonymised and they cannot track your browsing activity on other websites. By using our website, you agree that we can place these types of cookies on your device.

Category 4: targeting cookies or advertising cookies: (we do not use category 4 cookies)

These cookies are used to deliver adverts more relevant to you and your interests. They are also used to limit the number of times you see an advertisement as well as help measure the effectiveness of the advertising campaign. They are usually placed by advertising networks with the website operator's permission. They remember that you have visited a website and this information is shared with other organisations such as advertisers. Quite often targeting or advertising cookies will be linked to site functionality provided by the other organisation.

How we use cookies?

We only use cookies that enable us to improve your experience using our site or that provide services which you have directly requested (such as logging in to our secure area). We collect anonymous site usage statistics using cookies through Google Analytics which do not identify who you are. These statistics are aggregated so that we can look at ways of improving our website and how it works. We do not use cookies that share your information or activity with third parties.

We do not capture or store any personal information about individuals who access this website, except where you voluntarily choose to give us your personal details via e-mail or by enquiring about or ordering any of our services and products. In these latter cases, the personal information you give us is used exclusively by us to provide you with current and future information about our services and products. We do not pass any of your personal data to outside organisations and/or individuals, except with your express consent.

You have a right to know about the personal information we hold about you. You also have a right to have your data corrected or deleted. Please address all your requests and/or queries about our data protection to:

Marches Local Enterprise Partnership
Cameron House
Knights Court, Archers Way
Battlefield Business Park
Shrewsbury
SY1 3GA

This policy was last updated 11th March 2019.

Guidance

The following guidelines relate to the acceptance of gifts and/or hospitality:

- The acceptance of any gift and/or hospitality could be regarded by a third party as compromising or likely to compromise impartiality and objectivity. The giving of gifts or hospitality of significant value should be avoided as it may be construed as a bribe.
- Where any gift and/or hospitality is offered by a person or organisation seeking business with the Non-Executive Director (or other relevant individual) it is necessary that caution is exercised.
- Gifts, entertainment and hospitality is identified by the receipt or offer of gifts, meals, invitations to functions and events in relation to membership of the Marches LEP Board or sub-boards. The above items are acceptable, if they align with reasonable boundaries that include occurrence and value. If the hospitality, entertainment or gift is inexpensive, routine and only very occasional, it is acceptable to accept. However, if the gift, entertainment or hospitality is more frequent and/or at a higher value than the accepted threshold of £50, then it is advisable to decline.
- Given the significant representational role of Non-Executive Directors, they may accept tickets to sporting, cultural or social events, unless there is a contractual (or potential contractual) relationship with the donor and assuming attendance is appropriate. Acceptance will generally only be appropriate in isolated instances. Accepting frequent, regular, annual or seasonal invitations (particularly from the same source) would normally go beyond the accepted standards of conduct. Where such tickets are accepted, they must be logged in the register. The key test is whether attendance is consistent with the general rules on acceptance of gifts and hospitality and is in the interest of the company and will it further its objectives – and normally this will mean that there will be an opportunity to discuss official business. This must be clearly demonstrable, since the fact that tickets could not become the property of the company in the way that another gift would, may make them look like a personal gift and thus more open to public criticism.
- The basis is that all gifts should be declined, unless the gift is of a promotional, seasonal or trivial nature such as diaries, calendars pens and so on if they bear company names and logos from which they are provided. These gifts should not exceed a value of £50. If a token gift is presented by an organisation it may be accepted if it has been authorised by the relevant member of staff.
- Overnight accommodation and prestigious events unrelated to Non-Executive Directors (or other relevant individuals) carrying out their Marches LEP duties should be declined. Equally, lavish or extravagant gifts and/or hospitality should not be accepted.
- Where Non-Executive Directors (or other relevant individuals) are involved in visits which entail all day meetings/events, it is reasonable to accept refreshments. The frequency and the nature of events should be considered.

- Reasonable gifts and hospitality given or received for the purposes of cementing relations with business contacts will be acceptable. All gifts and hospitality over the value of £50 accepted by the Non-Executive Director (or other relevant individual) must be recorded in the register within 10 working days of acceptance. For any gift that has been accepted, it should be made clear the gift was accepted on behalf of the Marches LEP.
- When gifts are received and have to be returned, they should be sent back to the donor with a covering letter explaining the Marches LEP's rules and policy.
- Money or anything readily convertible to money should never be accepted as a gift. This includes loyalty or discount cards that can be viewed as benefiting the individual.

The Gifts and Hospitality Register

The Marches LEP Chief Executive will maintain the register. This responsibility includes:

- Making sure the register is properly maintained;
- Reviewing the entries with a view to checking, to the best of his/her knowledge, that it is complete, and that the rules are being observed;
- Reporting to the LEP Board on an annual basis;
- Keeping a record of the carrying out and date of these checks; and
- Publishing the register onto the Marches LEP website on an annual basis.

Marches LEP - Gifts and Hospitality Register

	Date	Person or Organisation providing gift or hospitality	Details of the gift or hospitality	Value (£)	Name(s) of those receiving offer of, or gift or hospitality	Decision
Guidance	Date the gift or hospitality was received.	Both the name of the organisation and organisation representative or individual as appropriate.	Brief description of item, ie, dinner at X, case of wine, holiday.	If actual value is not known enter estimated. If offered to more than one person enter total value.	The names of all Shropshire Council staff and employees (including agency, contractors and their employees employed on behalf of the authority) and names of relative or partner, if appropriate, should be recorded.	State whether offer was 'Declined' 'Accepted and donated to charity' or 'Accepted'. For donations to charity state name of charity.

This policy was last updated 11th March 2019.

BCR	Benefit cost ratio
BEIS	Department for Business, Energy and Industrial Strategy
DEFRA	Department for Environment, Food and Rural Affairs
DfT	Department for Transport
DIT	Department for International trade
DWP	Department for Work and Pensions
EAFRD	European Agricultural Fund for Rural Development
ERDF	European Regional Development Fund
ESF	European Social Fund
ESIF	European Structural and Investment Funds
EU	European Union
F/T	Full-time
FTE	Full time equivalent
FSB	Federation of Small Businesses
GDPR	General Data Protection Regulation
HE	Homes England
ITE	Independent Technical Evaluator
KCMs	Key Capability Measures
LEP	Local Enterprise Partnership
LGF	Local Growth Fund
LIS	Local Industrial Strategy
Managing Authority Departments	Department for Communities and Local Government (MHCLG), Department for Work and Pensions (DWP), Department for Environment Food and Rural Affairs (DEFRA) & Department for Business, Energy and Industrial Strategy (BEIS)
MHCLG	Ministry of Housing, Communities and Local Government

P/T	Part-time
PRMC	Performance, Risk and Management Committee
S151	Section 151 (Local Authority Finance Officer)
SEP	Strategic Economic Plan
SFA	Skills Funding Agency
SLA	Service Level Agreement
SME	Small and Medium Enterprises
TOCS	Train Operating Companies
VCSE	Voluntary, Community and Social Enterprise
VfMS	Value for Money Statement
WebTag	The DfT's web-based guidance on appraising transport projects and proposals.
WMCA	West Midlands Combined Authority

This glossary was last updated 27th March 2019.