

Stoke on Trent and Staffordshire Local Enterprise Partnership Improvement Plan 2019-20

Strategy

<u>Improvement summary</u>	<u>Milestones</u>	<u>Monitoring process</u>	<u>Area Lead progress update</u>
<i>Summarise the improvement that needs to be made, including KPIs</i>	<i>Add key milestones and dates (where possible)</i>	<i>Note how you will monitor progress</i>	<i>To be completed on a quarterly basis, referencing progress on KPIs</i>
<p>1. The vision and ambition of the LEP needs to translate into a clear framework of strategic policies that are owned by the LEP Board and drive investment decisions. This will be influenced by the LIS development process during 2019.</p> <p><i>LEP Leads:</i> <i>LIS: Alun Rogers, Jacqui Casey, Sam Hicks</i> <i>SAP: Wendy Dean, Tony Baines, Julie Obada</i> <i>Sub Group Structure: Alun Rogers, Jacqui Casey, Simon Ablewhite.</i></p> <p>KPIs:</p> <ul style="list-style-type: none"> • Skills Advisory Panel to be in place by end May. • LIS development informs priorities by 30 September. • Sub-group structure confirmed 	<ul style="list-style-type: none"> • Phase 1 of LIS completed 30 June with evidence base • Phase 2 of LIS completed 30 August with emerging priorities. • Review of LEP sub-group structure in the light of LIS priorities by 30 Sept 19. • Re-establish sub-groups with effective private sector leadership in place by 30 Sept 19 – recognising the skills and knowledge of board members (Deep Dive Report pg 7) • Each Sub-group to be in place with clear policy objectives, transparent operations and with improved reporting to LEP Board by 30 Dec 19. 	<ul style="list-style-type: none"> • LEP Partnership Manager and Area Lead monthly review. • LIS Progress Reviews between Area Lead and LEP Strategy Researcher 	<p>Phase1 completed and presented to 20 June LEP Board</p> <p>SAP – met as a shadow board on 29 May. ToR is to be signed off by Exec Board 18 July. Done by Electronic Procedure in July.</p> <p>SAP – project group in place with both authorities and LEP as members. This enables LEP to keep in touch with programme of work which is supporting LIS.</p> <p>6 August: Phase 2 of LIS development underway and to be discussed at board away day 22nd August. A paper on emerging priorities will be presented led by Metro Dynamics.</p> <p>20 Sep – Phase 2 completed.</p>

<p>by Nov 2019.</p> <ul style="list-style-type: none"> • Policies confirmed or being developed by Nov 2019. • Policy discussions at LEP Board 			<p>Phase 3 underway – storyboarding and drafting. Sub-groups have been reviewed alongside LIS emerging priorities. Discussed at the LIS steering group. Will be discussed at the October board. Aim to have sub-groups operational by end December.</p> <p>31 October: Sub-group report delayed until the November board to enable draft LIS to be taken into account. Operational decision-making Groups will be the first priority. Report will also cover suggestions for establishing sub-groups to drive the delivery LIS. The board may also choose to appoint task and finish groups. Report will make clear which are decision making. LAF will need to be amended to reflect the new arrangements.</p>
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<p>2. Key Performance Indicators should be used to regularly review progress against strategy to inform plans and investment decisions.</p> <p><i>LEP Leads: Mohammed Ahmed, Sharon Palphreyman, Jon Vining, Mark Connell</i></p> <p>KPIs:</p> <ul style="list-style-type: none"> Evidence of KPIs informing board decisions. 	<ul style="list-style-type: none"> Review ownership and responsibility for the KPI Dashboard within LEP organisation by 31 July. Dashboard to be reviewed by end of May and revised by end of July to ensure it meets board expectations and captures latest progress towards output delivery. Delivery dashboard to be discussed quarterly at LEP board. Dashboard to be compliant with guidance from Cities and Local Growth Unit 	<ul style="list-style-type: none"> Area Lead attendance at LEP Board meetings Evidence of KPIs being reviewed by officers and revised proposals being developed 	<ul style="list-style-type: none"> 20 May: Meeting held to progress work on amending dashboard. 25th June: Work continues and draft formats have been formulated for internal discussion and discussion with LEP Board lead member. 6 August: New templates have been prepared. Output template to be sense checked with the board to ensure it meets their needs. Finance dashboard has been shared with and accepted by the board. Delivery Dashboard on forward look for LEP Board Agenda. CLGU guidance on outcomes has not been issued – expected to be linked to Evaluation Guidance being prepared with the LEP Network. 20 Sept: Revised dashboard completed and agreed with the board. Formally implemented from quarter 2. <p>Actions Completed.</p>
<p>3. The LEP to develop as a strong convener of local partners – targeting the</p>	<ul style="list-style-type: none"> Formal stakeholder engagement plan to be developed to support LIS development by 30 June 19. 	<ul style="list-style-type: none"> Area Lead Monthly meetings with LEP Comms Lead 	<ul style="list-style-type: none"> Engagement plan developed for the LIS and discussed with Exec Board in June. Action

<p>broader business community, public and voluntary communities and local MPs.</p> <p><i>LEP Leads: Convening: Alun Rogers, Jacqui Casey, Sam Hicks. Comms Plan: Alun Rogers, Alison Thomas. SME Lead: Paul Farmer, Wendy Dean.</i></p> <p>KPIs:</p> <ul style="list-style-type: none"> Higher level of engagement in LIS stakeholder events. 	<ul style="list-style-type: none"> LEP to develop a formal communications plan for the June LEP Board. SME Lead Role to be reviewed, defined and set out on website and ensure capacity is in place by 30 June 19. Engagement with DfT to be reviewed by 30 June. 	<ul style="list-style-type: none"> Area Lead Monthly meetings with LEP Partnership Manager Website review. Feedback from Stakeholders 	<p>Completed</p> <ul style="list-style-type: none"> LEP Comms Plan to be drafted for Exec Board in September when new comms service is in place following procurement. DfT has been invited to PAG meetings and will receive papers. Will attend relevant meeting where transport schemes are being monitored. LEP Partnership Manager to engage with DfT in regular meetings with SCC & Stoke City Council Highways team. Action Completed. 6 Aug: Feedback has been received from Board Members, LA Leaders and CEOs on the LIS Stakeholder Engagement and this will be updated. The Communications Plan will be updated once new Comms service is procured. The LEP is awaiting confirmation of resources before going ahead with the tender. 20 Sept: SME lead role defined as part of the LAF and now on website Action Complete. Board support for tendering
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			<p>for new Comms service was secured in June but some board concerns emerging about whether this is the right approach and so under review. Consequently, no formal Comms plan in place. This item is outstanding.</p> <p>31 October – As per Sept update: comms tendering to be taken forward asap.</p>
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Stoke on Trent and Staffordshire Local Enterprise Partnership Improvement Plan 2019-20

Governance

<u>Improvement summary</u>	<u>Milestones</u>	<u>Monitoring process</u>	<u>Area Lead progress update</u>
<i>Summarise the improvement that needs to be made, including KPIs</i>	<i>Add key milestones and dates (where possible)</i>	<i>Note how you will monitor progress</i>	<i>To be completed on a quarterly basis, referencing progress on KPIs</i>
<p>4. LEP / Accountable Body to commission an audit of Governance procedures against the new National Assurance Framework.</p> <p><i>LEP Lead: Jacqui Casey, Simon Ablewhite.</i></p> <p>KPIs:</p>	<ul style="list-style-type: none"> The LEP to provide indication how recommendations from the March 2018 Compliance Audit incorporated into local assurance framework (Deep Dive report pg 15). The local assurance framework includes a complaints and whistleblowing policy. (Deep Dive report pg 17) Commission audit by 30 April Draft report 31 May Final Audit report presented to the Board 31 July Actions completed 31 August 	<ul style="list-style-type: none"> Area Lead attendance at LEP Board meetings LEP Partnership Manager and Area Lead monthly review. 	<ul style="list-style-type: none"> Accountable Body to check to ensure that all actions from the 2018 audit have been embedded in the new local assurance framework. A further audit has been undertaken in May 2019 and the final report has been received. The results and actions will be reported to the LEP Board in July and those accepted will be incorporated into the APR improvement planning process. 6 Aug: All milestones completed.
<p>5. The LEP to ensure that it complies with the New National Local Growth Assurance Framework (Jan 2019) which requires registers of interest for all members within the LEP structure and the senior management of the</p>	<ul style="list-style-type: none"> Declarations paper work reviewed in March for Board Members and staff. Declarations made at start of each board and sub-group meetings and recorded. Written brief / reminder to all Chairs on process to follow 	<ul style="list-style-type: none"> LEP / Accountable Body monthly Governance Reviews LEP Partnership Manager and Area Lead monthly review. 	<ul style="list-style-type: none"> Register of Interest is in place for Staff and Members: confirmed from April 2019. A written brief to be prepared for all Board Members during summer 2019 to remind them of their commitments. Declarations of interest process will be built into the sub-group review and

<p>LEP. (Deep Dive Report pg 16)</p>	<p>during course of meetings June.</p>		<p>built into the new ToR for each group.</p> <ul style="list-style-type: none"> • SAP is a good example of how this is being applied to new sub-groups as they are being established and re-established. The SAP in its ToR is required to comply with LEP governance procedures. • Aug 6: LEP confirmed that New board members have completed declarations of Interest and others have been renewed where appropriate. Need confirmation of declarations being made & recorded for all sub-groups and completion of written brief – expected to be prepared for the Aug away day. • 20 Sept – Declarations paperwork reviewed and in place for all board members (action completed). Requirement to record conflicts is set out in ToR for sub-groups (action completed). The outstanding element is the written brief for chairs of sub-groups. This will be deferred until the new chairs of sub-groups are in place and new board members are in place. • 31 October – Written brief will be finalised as permanent decision making sub-groups are confirmed. This will be an aide memoire for chairs to remind them of Assurance Framework requirements. Alongside this the LEP has produced a common ToR for all advisory sub-groups which will then be tailored for each group as
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<p>6. LEP Transparency to be improved ensuring board papers are publicly available and greater consistency as to which papers are published</p> <p><i>LEP Lead: Jacqui Casey, Simon Ablewhite.</i></p> <p>KPIs: Monthly Board papers to be consistently published in accordance with LEP Assurance Framework Pre-board agenda planning meeting to be established Forward plan of agenda for Executive Board to be maintained.</p>	<ul style="list-style-type: none"> • LEP to review its policy for publishing board papers to reduce the number of confidential items and ensure maximum transparency of decision making 31 May 19. • The LEP to review its approach to confidential and redacted information and provide the Area Lead with an update. (Deep Dive Report pg 22) • As part of the review of sub-groups (see action 1) consider which Boards and sub boards could publish their minutes and set this out in the assurance framework. Sept 30th. (Deep Dive Report pg 22) 	<ul style="list-style-type: none"> • Area Lead attendance at LEP Board meetings • LEP Partnership Manager and Area Lead monthly review. • Area Lead to received board papers alongside board members 	<p>they come on board.</p> <ul style="list-style-type: none"> • A more open, transparent approach was implemented for June Board to ensure more papers are publicly available. However, there was a problem with uploading these to the website on time. • Pre-board Agenda planning meeting established and operational from May. • Forward Plan for future LEP board meetings in place from May and implemented at June Exec Board. • Aug 6: July Board Papers not yet uploaded because of limited staff resource over holiday period. An updated Assurance Framework to be taken to the LEP Board in September and this will include the LEP's latest policy with regard to publishing board papers. A review of the LEP's Website shows that since April more board papers per meeting are available on line. • 20 Sept: LEP policy has shifted to sharing information. More information is being shared via the website. June papers are on the site and demonstrate the commitment to greater transparency. Requirements for publishing papers in respect of sub-groups is set out in the LAF (action completed). The appointment of the independent technical appraisers will help to ensure the
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			<p>process for business case appraisal is clear and transparent to applicants. All milestones completed</p> <p>Note that LEP capacity issues have meant that deadlines for posting papers have been missed which is impacting on KPI.</p>
<p>7. The LEP to ensure it has on its website a rolling schedule of projects, outlining a brief description of the project, names of key recipients of funds/contracts and amounts of funds designated by year. This should be updated every quarter or more frequently if relevant (e.g. when new projects are signed-off). (Deep Dive Report pg 22)</p> <p>LEP Lead is Sharon Palphreyman</p>	<ul style="list-style-type: none"> Review project & programmes information on website in line with requirements listed (left) (Sept) 	<ul style="list-style-type: none"> PAG meetings Area Lead meetings with Partnership Manager 	<ul style="list-style-type: none"> A version of this is available here 6 Aug: the LEP acknowledges that this requires updating and a process put in place to ensure it is maintained. The document could be improved to make more sense to the reader – particularly with regard to the Skills Capital Projects where the LEP has good success stories to relate. Sept 20: work is underway to update the rolling report and this is due for completion by end of September. Oct 31: Rolling schedule of projects is on the website but is out of date and needs to be fully updated.
<p>8. The LEP to ensure that its local assurance framework clearly details how the LEP operates in a way that is easy for a member of the public who knows nothing about the LEP to understand. (Deep Dive Report pg 21)</p>	<ul style="list-style-type: none"> SSLEP Constitution now described as an “Assurance Framework” which comprises governance & operational arrangements (constitution) and all policies (April). Review of AF document to be undertaken when revising sub groups, with clarity and ease 	<ul style="list-style-type: none"> Area Lead attendance at LEP Board meetings LEP Partnership Manager and Area Lead monthly review. 	<ul style="list-style-type: none"> The SSLEP framework has been updated to correct data protection references. Version 5 of the LAF has been completed following comments from the CLGU Compliance Team and this has addressed some issues around clarity and ensured full compliance. A further version (6) will be prepared

	<p>of understanding for the public in mind. (Sept)</p> <ul style="list-style-type: none"> Local Assurance Framework to specify the quorate levels required for sub-groups of the Board by 31st Aug (Governance Audit) Local Assurance Framework to ensure it refers to latest Data Protections Laws per the 2018 Act and not 1998 by April (Governance Audit) 		<p>over the summer 2019 to further address clarity and transparency.</p> <ul style="list-style-type: none"> Aug 6: Version 5 of the LAF is not on the website and a further revised version (6) will go to Sept board. It is intended that this will meet each of the milestones under action 8. Presently the LAF does not specify the quorate levels for each sub-group. 20 Sept: Revised and update LAF now posted on the website. Actions Completed
<p>9. The LEP to ensure that the local assurance framework contains links and references to all policies and procedures operated by the LEP. (Deep Dive Report pg 21)</p>	<ul style="list-style-type: none"> Review of AF document to be undertaken when revising sub groups, with clarity and ease of understanding for the public in mind. (Sept) 	<ul style="list-style-type: none"> Area Lead attendance at LEP Board meetings LEP Partnership Manager and Area Lead monthly review. 	<ul style="list-style-type: none"> A further version (6) will be prepared over the summer 2019 to further address clarity and transparency. Aug: Version 6 of the LAF contains all policies and procedures. This action will be met once the version 6 is agreed and uploaded to the website. 20 Sept: Revised and update LAF now posted on the website. Actions Completed
<p>10. The Local Assurance Framework to specifically cover arrangements for the process to escalate and de-escalate risk across different meetings, the process and frequency for LEP Board oversight over risk or the approach for how individual sub-group risk registers will link with the risk register presented at AFC.</p>	<ul style="list-style-type: none"> The SSLEP Assurance framework will be updated to clarify the process around risk management by July 31st. 	<ul style="list-style-type: none"> Area Lead attendance at LEP Board meetings LEP Partnership Manager and Area Lead monthly review. 	<ul style="list-style-type: none"> A further version (6) will be prepared over the summer 2019 to further address clarity and transparency. 6 Aug: Revised LAF to go to Sept board. This will set out the risk management procedures. 20 Sept: Revised and update LAF now posted on the website. Actions Completed

(Governance Audit)			
<p>11. The LEP to consider what systems are needed to ensure minutes accurately reflect the decisions taken at meetings, and where appropriate indicate whether it is a binding decision or a recommendation. This could include training for those drafting minutes, or system to approve minutes. (Deep Dive report pg 13)</p>	<ul style="list-style-type: none"> Review terminology in ToRs. Brief note takers on governance process and appropriate terminology. Implement from June Board 	<ul style="list-style-type: none"> Area Lead attendance at LEP Board meetings LEP Partnership Manager and Area Lead monthly review. 	<ul style="list-style-type: none"> Future board Agenda to make clear which items are for decision, discussion or information from July Exec Board. Future agenda also to make clear which items are confidential (papers are marked but agenda doesn't reiterate). Key LEP Staff involved in setting agenda and taking minutes to receive coaching to ensure the new system is fully operational from July. 6 Aug: The LEP has provided confirmation that July minutes comply with the requirement to be clear as to decisions and recommendations. Limited staff resources has meant that coaching has not been possible. This will be actioned when executive team is fully resourced. 20 Sept: Published minutes are recording the decisions made by the board. Minutes are quality assured by the Partnership Manager. Ongoing coaching for staff involved in writing minutes and this will continue as new staff are recruited. Action Completed
<p>12. The LEP to consider how it can ensure that its role as a leader of local growth policy is distinct from its Local Authorities and that this is</p>	<ul style="list-style-type: none"> LEP Resources Review by April 19 New Staffing Structure to be agreed by LEP Board June 19 The LEP staff to operate with 	<ul style="list-style-type: none"> LEP Partnership Manager and Area Lead monthly review. LEP Partnership Manager to include 	<ul style="list-style-type: none"> LEP staffing review undertaken. Meetings held with local partners to discuss this on 14 May and 17th June and 20th June. Staffing structure discussed at June

<p>perceived as such by local stakeholders and the wider public.</p> <p><i>LEP lead: Alun Rogers, Jacqui Casey</i></p> <p>KPIs: Clear LEP ID embedded LEP Staffing understood by all partners New email address for LEP staff Planning approval for LEP signage for LEP offices to reflect company status</p>	<p>LEP email addresses June 30th. (Deep Dive Report pg 22)</p> <ul style="list-style-type: none"> Local Assurance Framework document to be amended to ensure it specifically states the role of the secretariat is independent and how this is achieved and maintained by 31st July. (Governance Audit) 	<p>details of the revised independent secretariat in the Assurance Framework.</p>	<p>Exec Board – additional resources committed from HEI and LA partners.</p> <ul style="list-style-type: none"> Updated staffing paper to go to July Exec Board. Emails: LEP staff to have LEP email address: work in progress as at 25 June. Signage: Details of plaque agreed. Owner approval given to erect sign. Listed building consent awaited as at the 25 June. LAF version 6 to reflect the new secretariat function and demonstrate independence. 6 Aug: LEP Resources Review – paper went to July Board. Structure agreed but funding is yet to be identified. Difficult to see how the LEP can progress without adequate resources. Email addresses not yet in place. LEP engaging with SCC IT to resolve this. Aim to have this resolved by Sept. Signage – listed building consent due 16 August after which plaque can be installed. Version 6 of the LAF has a section on the Secretariat and how it works independently. To be agreed by Sept Board. Sept 20: signage not yet in place. Issues due to listed building consent. LEP Email addresses – are in train but have met with some technical difficulties. Secretariat function is set out in the revised LAF. Evidence in
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			<p>culture with the secretariat operating as an independent team albeit with continued support from the county council. Some progress being made to strengthening the LEP team. Evidence that the team is engaging more with stakeholders and thereby increasing awareness of LEP.</p> <ul style="list-style-type: none"> • Oct 31 Recruitment for additional staff will commence shortly. Items outstanding are establishing an email address for LEP staff reflecting the LEP name and external signage. These are in-hand.
<p>13. The LEP to define job descriptions and responsibilities of key positions within the LEP structure e.g. Chair, Chief Executive, responsible officer for risk, VfM, ensuring conflict of interest is managed appropriately. (Deep Dive Report pg 12)</p>	<ul style="list-style-type: none"> • Work underway and will go to Board in sections for sign off between June and September. • Completed 30 September 	<ul style="list-style-type: none"> • LEP / Accountable Body monthly Governance Reviews • LEP Partnership Manager and Area Lead monthly review. 	<ul style="list-style-type: none"> • Key JDs are being prepared. • Already done for programme manager. • Further JD to be finalised for proposed posts in new staffing structure. • LAF has been updated to include details of the role of Chair & VC. • LAF – sets out role of audit and finance group and needs to be updated in version 6 make explicit the role of chair of this group including responsibility for risk and VFM. • CEO role as Company Secretary will be responsible for ensuring management of conflicts of interest. This will need to be captured in JD for this post. • 6 Aug: Chair and Vice Chair roles have been defined and will be set out in v6 of the LAF. Draft JD prepared

			<p>for CEO ready for when the post is advertised. A new post: Strategy and Governance manager will be responsible for risk – not yet appointed. Audit and finance Committee Chair has board level responsible for risk – this role to be defined in LAF v6. CEO will be responsible for vfm. JDs to be checked to ensure that this is set out clearly. SME lead role still to be defined following initial discussions with board members (two currently identified as SME leads but not clearly defined). Equality and Diversity lead role also to be defined.</p> <ul style="list-style-type: none"> • 20 Sept: One outstanding item - CEO full job description still to be developed. However, information about the role is in the LAF. Need to consider that the incoming chair may wish to influence this role. Other JDs are in place. • 31 Oct: item outstanding: CEO full job description is to be drafted. Some aspects of the role is referenced in the LAF as to how they relate to governance.
<p>14. Board recruitment process is reviewed in line with the LEP Review requirements by April 2019. <i>LEP lead: Alun Rogers, Jacqui Casey</i></p>	<ul style="list-style-type: none"> • Board recruitment process ready for implementation 30 June 19 • The LEP to provide the Area Lead with an action plan for the recruitment of the private sector board members by 	<ul style="list-style-type: none"> • LEP / Accountable Body monthly Governance Reviews • LEP Partnership Manager and Area Lead monthly review. 	<ul style="list-style-type: none"> • June Exec Board recommended immediate commencement of recruitment of private sector board members. • Public sector members also need to be recruited – June Exec Board discussed that four places to be

<p>KPI's: LEP Geography resolved June 19 Full board membership by September 19 Further progress towards gender ratios evidenced following recruitment.</p>	<p>June 30th (Deep Dive Report pg 7)</p> <ul style="list-style-type: none"> • This to include further details of its proposals for a nominations committee (when this will be in place and operational). (Deep Dive Report pg 10) • Board recruitment underway by 30 July • Consideration of approach to address diversity in recruitment programmed for June Board meeting (Deep Dive Report pg 7) • Consideration to be given to a Board member to be nominated as Diversity Lead at June Board meeting (Governance Audit) 		<p>made available to the District Councils.</p> <ul style="list-style-type: none"> • Articles of Association to be amended to enable four District Council representatives. • Articles of Association set out the process for private sector board recruitment as at June 2019. • Plans to have recruitment underway by end of July. • Approaches to addressing diversity will be dealt with at July Exec Board. • Diversity board lead to be nominated after this recruitment process. • LEP Geography issue continues to be outstanding as at 25 June. • Unlikely that all board places will be filled by end of September and will move into the autumn. • 6 Aug: The July board further discussed board recruitment. The LAF v6 sets out the process. Nominations Committee to be identified. No adverts have yet been issued. Special resolution to be made to change the articles of association to enable both universities to be members and four district councils to be appointed. This is in hand. Board approval for the recruitment of additional four private sector board members has been agreed. Need to consider what additional approaches to diversity are needed to attract a greater range of
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			<p>applicants.</p> <ul style="list-style-type: none"> • 20 Sept: Private Sector board recruitment underway. Approach to diversity: in addition to local print and online business media and all local BROs, circulated through Women Leaders and Women's Business Groups and also sent to a target group of 12 female business leaders with a covering Chair's letter asking for them to consider applying to join and offering a conversation. Acting Chair has held 3 calls to date, 2 translating into applications so far. Nomination committee agreed for these vacancies: Wendy Dean, James Leavesley, Alan Rogers with shortlisting also involving Liz Barnes. Outstanding item: Diversity champion to be appointed once board recruitment is completed. LAF sets out what the role is and how this will be undertaken. • 31 October Completed
<p>15. Local Assurance Framework to ensure succession planning arrangements cover narrative on when a resignation is notified, how knowledge and information is passed onto any successor or arrangements for a handover discussion. (Governance Audit)</p>	<ul style="list-style-type: none"> • The SSLEP Assurance Framework will be updated to clarify the approach around succession planning by 31st July 	<ul style="list-style-type: none"> • LEP / Accountable body monthly governance meetings • LEP / Area Lead monthly meetings 	<ul style="list-style-type: none"> • LAF version 5 has addressed succession planning. See para 2.14.3 • ACTION COMPLETED 25 JUNE
<p>16. LEP Chair Succession</p>	<ul style="list-style-type: none"> • An action plan with key 	<ul style="list-style-type: none"> • LEP / Accountable 	<ul style="list-style-type: none"> • Recruitment pack to be on agenda for

<p>Planning Process to be implemented. (Deep Dive Report pg 9)</p>	<p>milestones should be produced and provided to the Area Lead by August 19.</p> <ul style="list-style-type: none"> • Consideration of approach to recruitment programmed for September Board meeting. • Example recruitment packs and approaches from other areas being considered June / July. 	<p>body monthly governance meetings</p> <ul style="list-style-type: none"> • LEP / Area Lead monthly meetings 	<p>Sept board.</p> <ul style="list-style-type: none"> • 6 Aug: Drafting of the Chair recruitment pack is underway to go to 22nd Aug away day for Chair to comment. Final Pack will go to the Sept board for approval. • 20 Sept: Chair recruitment pack is being further quality assured by specialist board member prior to being issued. Skills audit of board members is being undertaken. <p>Action Completed</p>
<p>17. Local Assurance Framework document to include specific narrative around Board member training and induction covering how and when induction packs are provided and what they will cover. The packs should cover the Board’s objectives, the Local Assurance Framework, requirements around conflicts and ethical behaviour, claiming expenses and what training is available as a minimum. It should also be clarified that the induction pack training must be documented as complete within the first quarter of joining. (Governance Audit)</p>	<ul style="list-style-type: none"> • Assurance Framework to be updated by July 31st. 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • A review of the current induction progress is in progress and the assurance framework will be updated when this is completed. • To be picked up in version 6 of the LAF to be prepared over the summer 19. • 6 Aug: Version 6 of the LAF to address board member induction and training. To be agreed by the Board in Septbmer. • 20 Sept: Action Completed The LEP will continue to review this and improve the process as part of its continuous improvement.
<p>18. LEP Scheme of Delegation be reviewed.</p>	<ul style="list-style-type: none"> • Scheme of delegation included in the local 	<ul style="list-style-type: none"> • LEP / Accountable body monthly 	<ul style="list-style-type: none"> • Scheme of delegation out to consultation 20 May and to the June

<ul style="list-style-type: none"> • The LEP to consider appropriate schemes of delegation and capacity to support the workings of the LEP within the revised structure to ensure the principle of subsidiarity and that the decisions are taken at the most appropriate level. (Deep Dive Report pg 12) <p><i>LEP Lead: Alun Rogers, Simon Ablewhite, Jacqui Casey</i></p> <p>KPI: in place by 30th June 2019.</p>	<p>Assurance Framework (April)</p> <ul style="list-style-type: none"> • To be reviewed further and considered at June LEP Board. • Review to be completed June 19. 	<p>governance meetings</p> <ul style="list-style-type: none"> • LEP / Area Lead monthly meetings 	<p>Exec Board where it was discussed.</p> <ul style="list-style-type: none"> • Board members continue to make comments as at 25 June. • To be agreed by electronic process asap. • 6 Aug: SoD agreed by the board at the July meeting and incorporated into the LAF V6. SoD now in place. • 6 Aug – ACTION COMPLETED
<p>19. To revise the SSLEP Assurance Framework document to state the Boards role in overseeing non-compliant funding specifically covering whether they or other sub-groups receive summaries of cases and what they receive. Furthermore, the arrangements to recover funding should be made specific covering how decisions are made on when it has been agreed that recovery is not worthwhile, who makes this decision and how steps are taken to document this. (Governance Audit)</p>	<ul style="list-style-type: none"> • The position to be clarified in the Assurance framework and the scheme of delegation by 31st July. 	<ul style="list-style-type: none"> • LEP / Accountable body monthly governance meetings • LEP / Area Lead monthly meetings 	<ul style="list-style-type: none"> • The details of recovery of non-compliant payments relating to the Growth Deal is set out in the individual grant agreements. • At 25 June a review of terminology is underway as used in the grant agreements (being done by legal team at Accountable Body). • Awaiting finalisation of review of grant agreements – will be incorporated into v6 of LAF with new clauses included. • Included in the scheme of delegation is information as to who can make decisions with

			<p>regard to grant recovery. (25th June)</p> <ul style="list-style-type: none"> • 6 Aug: This process is set out in the revised scheme of delegation v6 to go the board in Sept. It is also referenced is the Scheme of Delegation now in place and in the strengthened funding agreement to be used for future projects. • 20 Sept: Action Completed
<p>20. The LEP to update its Local Assurance Framework to include details of all sub boards (including Growing Places Fund and Enterprise Zone) and include their terms of reference, appropriate representative membership (such as VCS and FE representation on the LEP Board and broader representation on the SPMG), and any delegated authority. (Deep Dive report pg 6-7)</p>	<ul style="list-style-type: none"> • All sub group details to be included by June 30th • Membership of Exec Board and wider partnership to be made clear by June 30th • Membership form and function of SPMG to be reviewed as part of review of project assessment process (see action 23) with changes implemented by Sept. Deep Dive report pg 13). 	<ul style="list-style-type: none"> • Monthly LEP / AB Governance meetings • Monthly Area Lead meetings 	<ul style="list-style-type: none"> • Version 5 of the LAF includes details all sub-groups • Review of sub-groups to be undertaken by the autumn which will address appropriate membership requirements. • 6 Aug: LAF v6 lists all the sub boards / sub-groups. Delegated authority has been addressed by the scheme of delegation. SPMG specifically being addressed by separate milestone no. 23. • 20 Sept: Action Completed

Stoke on Trent and Staffordshire Local Enterprise Partnership Improvement Plan 2019-20

Delivery

<u>Improvement summary</u>	<u>Milestones</u>	<u>Monitoring process</u>	<u>Area Lead progress update</u>
<i>Summarise the improvement that needs to be made, including KPIs</i>	<i>Add key milestones and dates (where possible)</i>	<i>Note how you will monitor progress</i>	<i>To be completed on a quarterly basis, referencing progress on KPIs</i>
<p>21. Risk Management processes to be embedded into management processes.</p> <p><i>LEP Leads: Mohammed Ahmed, Jacqui Casey, Sharon Palphreyman.</i></p> <p>KPIs</p> <ul style="list-style-type: none"> • Audit and Finance committee identifying strategic risks to the board • Risks being acted upon and reducing. • Register to be incorporated into the LEP's forward plan for Board agenda 	<ul style="list-style-type: none"> • Risk Register to go to monthly LEP Board meetings for information • LEP Board to discuss risks by exception and agree mitigating actions • LEP Board to undertake a deep review of risks twice yearly. 	<ul style="list-style-type: none"> • Area Lead attendance at board meetings 	<ul style="list-style-type: none"> • Risk Register now going to every Board Meeting with red risks flagged (25th June) • Risk Register is on the LEP forward plan for future Board agenda items. • 6 Aug: Process in place and being implemented. Action Completed
<p>22. LEP to commission a review of developer activity and planning approvals to assure current forecast of housing and job outcomes are secure and consider how targets can be achieved.</p>	<ul style="list-style-type: none"> • To be delivered in line with forthcoming CLGU review of LGF outputs. 	<ul style="list-style-type: none"> • Area Lead to work with LEP Project Manager • Area Lead attendance at Programme Assurance Board. 	<ul style="list-style-type: none"> • Review of dashboard is underway at 25 June 19. • Outputs monitored as part of LGF monitoring process. • LEP to consider obtaining supporting evidence from project sponsors to

<p><i>LEP Leads: PAG/SPMG Chair, Sharon Palphreyman, Jon Vining</i></p> <p>KPIs:</p> <ul style="list-style-type: none"> • LEP Output dashboard to be kept updated with latest information • PAG to oversee this work with LEP Programme Manager • LEP Outputs to be monitored at PAG 			<p>demonstrate the basis on which future output commitments are made.</p> <ul style="list-style-type: none"> • Programme Manager to build this into quarterly output monitoring. This would determine the level of risk around output delivery. • 6 Aug: additional processes being put in place to get better evidence from project providers of actual and forecast output delivery. The LEP is linking with Marches LEP to learn from its approach. LEP to produce a position statement on outputs (actual and forecast) for the Aug PAG and MYR. • 20 Sept: Paper taken to Sept board which sets out the position on output delivery and situation discussed and understood by the board . <p>Action Completed.</p>
<p>23. Project assessment process to be reviewed to ensure these are robust with clear vfm considerations.</p> <p><i>LEP Leads: Independent Technical Advisor, Jacqui Casey</i></p> <p>KPIs:</p> <ul style="list-style-type: none"> • Independent assessor identified 	<ul style="list-style-type: none"> • Project assessment & approval process to be independently reviewed by 31 July. • Process to be implemented with clear & consistent guidelines for vfm considerations by September. • As part of this effective private sector leadership of the Strategic Performance Management Group to be in place and the role of the group to be embedded 	<ul style="list-style-type: none"> • Monthly LEP / AB Governance meetings • Monthly Area Lead meetings 	<ul style="list-style-type: none"> • Draft Tender document developed for independent project assessment. • Seven potential companies identified. • Procurement process is underway and awaiting approval / completion as at 25 June. • 6 Aug: Hatch Regeneris has

<p>for period post May.</p>	<p>into the LEP operations with clear and effective reporting to the LEP board by Sept 2019.</p> <ul style="list-style-type: none"> The local assurance framework to set out the revised process for project assessment and the function of the PAG and SPMG to be fully defined and circumstances set out when the SPMG can be bypassed and the PAG would report directly to the Exec Board. (Deep Dive pg 13) 		<p>been appointed to operate as Technical Independent Appraisers as from Aug 19. They will undertake a review of the current process including operations of the PAG and SMGP and report to Partnership Manager with recommendations to improve effectiveness.</p> <ul style="list-style-type: none"> 20 Sept: Hatch Regeneris has presented a draft proposal which was discussed by the PAG. This has been further refined and updated. Recommendations to go to Exec board for agreement. Meanwhile the LAF sets out the current process for PAG and SPMG. 31 Oct: Outstanding item relates to SPMG. Report to go to November board that will include arrangements for the SPMG to make this fully operational.
<p>24. Project sponsors should to be asked to update their websites to ensure LGF branding is consistent with current guidelines</p> <p><i>LEP Lead: PAG Chair, Sharon Palphreyman, Alison Thomas</i></p>	<ul style="list-style-type: none"> PAG to monitor branding guidelines are being implemented and adhered to. Project sponsors to be reminded of branding guidelines for use on location and on websites by end of July 19. Programme Manager and Communications Manager to continue to identify PR opportunities in relation to LGF. 	<ul style="list-style-type: none"> Area Lead attendance at Programme Assurance Board Programme Assurance Board to monitor project adherence to guidelines. 	<ul style="list-style-type: none"> Project sponsors have been reminded of commitments to branding guidance (May 19) LAF has been updated to reflect this as at the 25 June. Programme Officer to undertake compliance checks from 25th June. 20 Sept: Reminder has been

<p>KPIs:</p> <ul style="list-style-type: none"> Funding agreements have conditions relating to use of LGF Branding 			<p>issued to all project sponsors and LEP is making checks that branding is in place and correct. Branding guidelines updated in Grant Agreement Action Completed.</p>
<p>25. Etruria Valley business case: Louise Clare to check on the timelines for approval and delivery.</p> <p><i>LEP Lead: PAG Chair, Sharon Palphreyman, Steve Vitta</i></p> <p>KPIs:</p> <ul style="list-style-type: none"> Project sponsors continuing engagement with DFT and LEP. LEP to keep project under review at PAG. 	<ul style="list-style-type: none"> Final Business Case to be with DFT by end of September Start on site by December 19. All LGF to be spent by March 21. DfT regional engager to be invited to PAG meetings where significant transport projects are to be discussed. 	<ul style="list-style-type: none"> LEP Programme Manager engagement with Project Sponsor Area Lead attendance at Programme Assurance Board Area Lead and DfT regular meetings. 	<ul style="list-style-type: none"> DfT rep invited to PAG on 28 May. June Exec Board received an update from City Council. Commitment to deliver project given. Economic and Financial business cases are outstanding and due to be submitted to DfT by 28th September by City Council. To be kept under review by PAG. 20 Sept: Next review at LEP Exec board in Nov. LEP is writing to the project promoter to remind them of the Nov deadline and risk to project funding. 31 Oct: As above

