

# Hertfordshire LEP: Schemes of Delegation

This document sets out delegations from the LEP Board to the LEP Chair & Deputy Chair, LEP Executive Director and sub-boards on LEP decision making. This is in line with the recommendation in the Strengthening LEPs review, for all to set out exactly who is accountable for spending decisions, appointments and overall governance.

## Section 1 – Hertfordshire LEP Board delegations to LEP sub-committees

The delegation of functions from the LEP Board to the Chair & Deputy Chair, LEP Executive Director, Accountable Body and sub-boards are outlined in the table in **Appendix A**

The decision making responsibilities of the LEP Board and each of the sub-boards are outlined in more detail below.

### 1. LEP Board

The LEP Board is a decision making board, and is delegated to undertake the following activities:

- Lead decision making entity within the LEP governance structure
- Provide strategic leadership and determines policy direction on LEP business and programme activity
- Set the roadmap for the delivery of the Strategic Economic Plan
- Determine the Local Industrial Strategy for Hertfordshire, aligning the priorities and opportunities for growth within Hertfordshire
- Respond to government consultations that align to the LEP's strategic priorities
- Oversight of the operational activity of the LEP, including setting the priorities for resources in the LEP's Operational Plan, which is signed off annually
- Approving funding decisions over the value of £250,000
- Power to appoint sub-committees
- Monitor LEP Executive performance

#### Membership

There are 15 members of the LEP Board. Of this, there are:

- Ten business representatives:
  - Six from the corporate sector, including the Chair of the LEP Board
  - Two from the SME sector
  - One HE representative
  - One non-for-profit commercial or social enterprise representative
- One Further Education Representative
- Four local authority representatives:
  - One from Hertfordshire County Council
  - Three from the District Councils

### **Quorum**

A quorum shall be eight to include at least one Business / SME representative and one Local Authority representative. In the case of an equality of votes, the Chair will have the casting vote. No business shall be transacted at any Board meeting unless a quorum is present.

### **Frequency of meetings**

The LEP Board meets on a quarterly basis.

## **2. Chairs' Panel**

The Chairs' Panel is a decision making board. The LEP Board delegates authority to the Chairs' Panel to:

- Assess and scrutinise funding applications following the Officer Sift in line with the project pathway
- Appraising post-contract decisions where a project has requested a change to its outputs, scope, objectives, match funding, timescales or financial profiles.
- Agree allocations to new/reserve projects up to a total value of £250,000
- Produce a prioritised list of funding recommendations to the LEP Board

### **Membership**

The membership of the Chairs' Panel includes the following:

- Deputy Chair of the LEP Board (Chair)
- S151 Officer
- Chairs' of the three strategic Programme Boards and Programme Management Committee
- LEP Executive Director

### **Frequency of meetings**

The Chairs' Panel meets on at least a quarterly basis, as and when there are projects to approve.

### **Quorum**

A quorum will be 4 of 6 members agreeing to approve the project, including the S151 Officer or Deputy S151 Officer.

## **3. Programme Management Committee**

The Programme Management Committee is an advisory Board. The LEP Board delegates authority to the Programme Management Committee to:

- Oversee the delivery of the LEP funding programmes (Local Growth Fund & Growing Places Fund)
- Ensure that the proper processes and procedures are in place to secure delivery & ensure value for money and ensuring the Local Assurance Framework is followed
- Ensure financial and contractual regulations are met as set out by the accountable body and ensure that due diligence is carried out on contractors.
- Acts as the LEP Audit Committee.

- Monitor financial spend against profile and delivery of milestones against agreed timescales
- Monitor the Programmes Risk Register, ensuring that appropriate mitigation actions are in place
- Be appraised when projects are not meeting time, cost or risk milestones and agree changes / delays / reductions in funding and hold the Project Sponsor to account
- Approve the release of LGF funds when milestones are met
- Advise the LEP Executive Team on appropriate programme and project management arrangements for LGF, GPF and EU SIF programmes
- Ensure compliance with legal requirements with regard to equalities, social value, environment, State Aid and procurement.
- Develop a risk-based audit plan of LEP activity that will provide assurance to the S151 and the LEP Board at appropriate points through the year
- Receive the outcome of all audits; and monitor progress against the actions identified in the audit management action plans.

### Membership

The membership of the Programme Management Committee is as follows:

- LEP Board Business representative (Chair)
- An additional 3-4 members of the LEP Board
- S151 Officer/ Deputy S151 Officer
- One Local Authority Chief Executive
- Chair/ representative of the LEP ESIF Committee
- One SME Business Representative

### Frequency of meetings

The PMC meets on a quarterly basis.

### Quorum

A quorum of the PMC shall be a majority of 55%.

## 4. Strategic Programme Boards

The strategic programme boards are advisory to the LEP Board. The LEP Board delegates authority to the Strategic Programme Boards to:

- have an input into LEP consultations
- have an input into the [Strategic Economic Plan](#)
- operate as a sounding board to the main LEP Board on specific items
- act as an advocate for Hertfordshire LEP
- oversee implementation of relevant Local Growth Fund, Growing Places and European funded projects
- maintain a risk register
- hold project sponsors to account in relation to progress in delivery
- maintain and manage a live list of project opportunities within a delivery plan for the Programme Board.

### **Membership**

The Programme Boards are made up of key stakeholders from the sectors that are akin to their strategic priorities.

### **Frequency of meetings**

The Programme Boards meet on a quarterly basis.

### **Quorum**

A quorum of the Programme Boards shall be a majority of 55%.

## **4a Enterprise and Innovation Programme Board**

- Developing and monitoring activities which contribute to the delivery of LEP's overarching objective of "accelerating Business-led economic growth"
- Identifying priority actions to encourage innovation and enterprise throughout the county, by:
  - preparing and implementing an evidence based Enterprise and Innovation Strategy to support the LEP's strategic objectives for SME growth
  - contributing to the Science and Innovation Audit for the East of England
  - identifying actions to support the LEP's priority industry sectors and clusters
  - coordinating business support in Hertfordshire, identifying and minimising areas of service duplication and overlap
  - briefing the LEP Board on policy implications of initiatives and activities affecting innovation and enterprise in Hertfordshire
  - identifying issues affecting the competitiveness of SMEs in the county and inform relevant programme boards of areas of concern

## **4b Skills and Employment Programme Board**

- Improve the skills and employment prospects of Hertfordshire's current (and future) workforce and residents. Within this context, the Board's role is to provide:
  - input into the LEP Board with regards to strategic direction for the skills and employment agendas in Hertfordshire in relation to driving the growth needs of employers, individuals and communities
  - influence the allocation / procurement of skills and employment related Government funding for Hertfordshire and for setting SMART targets / expectations in relation to such funding (in partnership with the SFA)
  - the voice of employers and other key stakeholders in order to better influence Government policy relating to improvement of skills and employment in Hertfordshire
  - assurances that skills and employment is integrated as part of broader LEP strategic fit relating to capital projects
  - input and ownership of a Skills Strategy for Hertfordshire in partnership with Hertfordshire County Council and DWP

#### **4c Strategic Infrastructure Programme Board**

- Identifying, co-ordinating and enabling the provision of infrastructure, including key sites, needed for smart economic growth. Its main focus is on utilities, development and regeneration as the Local Transport Body has responsibilities in relation to the prioritisation of transport proposals. The Board's role is to provide:
  - a steer on the LEP priorities in relation to infrastructure, key development sites and regeneration
  - influence the funding allocations for infrastructure, development and regeneration
  - work to identify the key barriers to development and regeneration and how the LEP can work to address these
  - an interface between private sector and the Hertfordshire Infrastructure and Planning Partnership and the Hertfordshire Local Transport Body.

#### **4d Enterprise Zone Partnership Board**

- Oversee the operation of the EZ programme
- Approve the annual Project Delivery Plan
- The decision making body for all matters pertaining to the Hertfordshire Enviro-Tech Enterprise Zone
- The Programme Board has been given the delegated authority to undertake this role, on behalf of the Hertfordshire LEP, Hertfordshire County Council, Dacorum Borough Council, and St Albans City & District Council
- The Programme Board will meet on a quarterly basis
- The Programme Board will also be the final decision making body on the incentives that apply to businesses outside of the scope of environmental technology.

## Section 2: Scheme of Delegation to Officers

The LEP Executive Team is responsible for the day-to-day functions of the LEP. As outlined in Table 1, the LEP Chief Executive delegates a number of these responsibilities to members of the Executive Team.

### **LEP Executive Director**

- Development of SEP
- Development of the Operational Plan annually; resource requirement
- Annual Report
- Annual Assurance Statement
- Efficient & effective management and supervision of LEP staff
- Appointment & dismissal of staff
- Sign off annual register of interests templates of LEP Board members
- Sign off grant claims

### **LEP Operations Director:**

- Delivery of Growth Deal & Growing Places Fund programmes
- Oversee the three Programme Boards
- Hold project applicants to account
- Oversee the development of new projects

### **LEP Head of Assurance & Performance**

- Ensuring governance requirements are met, including National Assurance Framework requirements, CIPFA guidance, Internal Audit recommendations
- Submission of quarterly monitoring to BEIS
- Legal agreements with applicants, variation letters
- Co-ordinate funding recommendations to Chairs Panel & onwards to LEP Board
- Sign off grant claims
- Ensure sign off of Assurance Framework annually by S151

The LEP Executive Team is NOT delegated to:

- make new or amend current policy
- exceed capital or revenue budgets

**Appendix A – Schemes of Delegation**

<b>Policy: vision, mission, values, strategy, business / operational plan, budgeting, performance monitoring</b>					
<b>Issue</b>	<b>LEP Board</b>	<b>LEP Chair / Deputy Chair</b>	<b>LEP Executive Director</b>	<b>Accountable Body</b>	<b>Sub Boards</b>
<b>Strategy</b>	Responsible for setting vision, mission, values and strategy & approving SEP	Signs off final version of SEP on behalf of Board	Issues SEP consultation		Inputs into SEP priorities
<b>Operational Plan</b>	Set priorities and approve final capital and revenue budget	Signs off final version of Operational Plan on behalf of Board	Drafts Operational Plan. CEO & Ops Director to oversee implementation	Finance involved in drafting forecast operational budget	
<b>Monitoring</b>	Signs off LGF BEIS Dashboard		Collates & certifies data	S151 Officer to sign off LGF Dashboard.	
<b>Governance</b>	Adopts Local Assurance Framework	Co-writes annual assurance statement & report to Annual Conversation	Monitoring assurance framework, updating for new guidance	Assurance Report to Annual Conversation	Work within Assurance Framework
<b>Programmes &amp; Funding Allocations: Overarching programmes &amp; funding allocations for a suite of activities, financial vehicles and calls for proposals</b>					
<b>Issue</b>	<b>LEP Board</b>	<b>LEP Chair / Deputy Chair</b>	<b>LEP Executive Director</b>	<b>Accountable Body</b>	<b>Sub Boards</b>
<b>Funding programme design and allocation</b>	Approval required.		Recommends funding options to Chairs Panel & LEP Board ensuring legal, financial & procurement due diligence is completed.	HCC Finance to provide financial advice.	Input into project priorities
<b>Funding awards under £250,000</b>		Deputy is Chairperson of Chairs' Panel	Recommends funding options to Chairs Panel & LEP Board ensuring legal, financial & procurement due diligence is completed.	S151 approval required. HCC Finance to provide financial advice on impact of decisions.	Chairs Panel has the delegated authority to approve funding applications under £250k.
<b>Funding awards over £250,000</b>	All funding applications over £250k		Recommends funding options to Chairs Panel & LEP Board ensuring legal, financial & procurement due diligence is completed.	S151 approval required. HCC Finance to provide financial advice on impact of decisions.	

<b>Risk Management</b>			LEP Executive to update Programmes Risk Register ahead of each PMC meeting.		PMC to review Programmes Risk Register at each meeting.
<b>Re-profiling Requests</b>	Deal with escalations from Chairs Panel		LEP Officer Sift Panel to review post contract change requests. Authority to approve changes with a variance of up to 10%. Anything above this reported to Chairs' Panel.	HCC Finance to comment on any financial reprofile requests at Officer Sift stage.	LEP Chairs' Panel to review project change request. Able to approve, request further information or escalate to LEP Board. PMC to be informed as overview of all programmes.
<b>Governance, Board Members and Decision Making</b>					
<b>Issue</b>	<b>LEP Board</b>	<b>LEP Chair / Deputy Chair</b>	<b>LEP Executive Director</b>	<b>Accountable Body</b>	<b>Sub Boards</b>
<b>Urgent matters</b>	Approval via email		Follow urgency procedure in Assurance Framework to obtain Board decisions	S151 Officer to review paper before it is sent out.	
<b>Board Members Expenses</b>		Authorise Board members expenses & CEO expenses	Publish Board Members Expenses on the LEP website annually.		
<b>Board Members Gifts &amp; Hospitality</b>		Authorise Board Members & CEO's gifts and hospitality			
<b>Board Members Register of Interests</b>	Responsible for completing and updating ROI templates		Executive Director to sign off each ROI template	S151 Officer to sign off each ROI template	Responsible for completing and updating ROI templates



<b>Declaration of Interests</b>	Declare interests at Board meetings and when representing the LEP outside the formal decision making environment.		Ensure Declaration of Interests remains a standing item on all Board agendas and complete review six monthly for all Board members. Senior staff or those who act in an advisory capacity to declare interests at Board meetings or when representing the LEP elsewhere.		Declare interests at Board meetings and when representing the LEP outside the formal decision making environment.
<b>Recruitment</b>	Involved in Board member and senior Executive recruitment		Review resource requirements in line with operational plan.		
<b>Finance</b>					
<b>Issue</b>	<b>LEP Board</b>	<b>LEP Chair / Deputy Chair</b>	<b>LEP Executive Director</b>	<b>Accountable Body</b>	<b>Sub Boards</b>
<b>Annual report and accounts</b>		LEP Chair to sign off final version of Annual Report & Accounts on behalf of Board.	LEP Comms Team to draft Annual Report.	Finance to draft Annual Accounts.	
<b>Payment of claims</b>			Specialist Lead, Assurance Managers and LEP Exec Director to sign off project claims. Assurance & Monitoring Manager to ensure claim is eligible against grant requirements.	Finance team to review claim and pass to SERCO for payment.	
<b>Payment of invoices</b>			LEP Office Manager to raise invoices on SAP.		
<b>Effective Budgetary control</b>			Assignment of budgets to managers; in year monitoring.	HCC Finance to provide monthly reports to LEP CEO.	

<p><b>Robust Legal Agreements</b></p>			<p>LEP Head of Assurance to ensure project pathway has been met before agreement is signed. LEP Contracts Manager to ensure legal agreement with applicant is robust and includes all LEP requirements.</p>	<p>HCC legal to finalise legal agreement with project applicant on behalf of LEP, ensuring all HCC and LEP interests are captured. Senior Accountant to ensure project pathway has been evidenced and that expenditure is in line with grant requirements before submitting for signature.</p>	
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