HERTFORDSHIRE LOCAL ENTERPRISE PARTNERSHIP
TERMS OF REFERENCE

Hertfordshire Local Enterprise Partnership (Herts LEP) is a business led organisation aiming to make Hertfordshire the ideal environment for businesses to flourish. Based in Welwyn Garden City, the specialised team investigates how they can boost the economy and look to create an in depth Strategic Plan for Growth. Their role is to provide strategic leadership and develop a long term vision related to Hertfordshire’s economy, providing strategic insight on the challenges and opportunities facing the county.

1. OUR VISION

By 2030 Hertfordshire will be the leading economy at the heart of the UK's Golden Triangle.

Hertfordshire Local Enterprise Partnership wants to pursue a strategy of smart growth. This is not growth at any cost. Instead, it is growth based on knowledge and innovation, and which is concerned with promoting a more resource efficient, greener and competitive economy.

Informed by this guiding principle our vision is that Hertfordshire should be one of the UK’s leading economies, actively helping to realise the full economic potential of the assets and opportunities within the Golden Triangle.

Our four priorities will ensure we are able to take this vision forward. These represent major opportunities for Hertfordshire:

- Maintaining our global excellence in science and technology
- Harnessing our relationships with London (and elsewhere)
- Re-invigorating our places for the 21st Century
- Foundations for Growth

In July 2014 we secured £200m funding through the Growth Deal, with £21 million in new funding confirmed for 2015/2016. This funding will help deliver our vision of 16,000 additional homes and about 13,000 new jobs. The Growth Deal will focus on four key priorities:

- Enabling flagship sites for housing and employment
- Enhancing transport connectivity across the area
- Growing the skills base
- Growing jobs and providing support for key sectors in the LEP area

With this investment it will help boost Hertfordshire’s economy.
2. HERTFORDSHIRE LOCAL ENTERPRISE PARTNERSHIP BOARD

The Hertfordshire LEP Board is collectively responsible for setting the vision and strategic priorities for publicly funded economic development in the county. It is accountable to local communities through a business led Board.

The Herts LEP Board comprises of 15 Board Members. They are able to draw on the support of Hertfordshire County Council and the economic development teams of the ten local authorities.

The LEP itself is not legally constituted as a formal entity. From its formation in 2010, the board agreed that Hertfordshire County Council should be the appropriate accountable body in relation to funds at its disposal which includes Growing Places Fund and Single Local Growth Fund.

3. BOARD MEMBERSHIP

Herts LEP is directed by a Board made up of 15 elected members: The Chairman, five business representatives, two SME reps, two reps from the fields of higher and further education, one non-for-profit rep and four local authority reps.

The Board is set at a maximum of 15 members to enable a strong team ethic, fully inclusive debate, and a capacity for rapid decisions.

The Herts LEP Executive encourages applications regardless of gender, ethnicity, religion, disability, sexual orientation or age. However it is not responsible for the selection of the majority of Board Members and therefore has no influence on the overall balance.

The Chairman is recruited by open competition and is selected by a panel comprising of senior members of the Board. The Chairman, on behalf of the Board, represents Herts LEP between meetings or delegates this role to other members.

The Vice Chairman is also drawn from the private sector representatives on the board and supports the Chairman in their role.

The Board should consist of eight business members from the commercial ‘for-profit’ sector, including the Chair. Five of these, should be from the corporate sector and two from the SME community; the Chair may be associated with any size of company. Members from the SME community should be nominated by the Hertfordshire Business Forum, convened by the LEP Executive with the support of the existing business organisations within the county. The Business Forum will be inclusive of the various business communities in Hertfordshire and will be encouraged to nominate potential members whom the Board would then select via interview.
One member from the not-for-profit commercial sector or social enterprise sector will be appointed to the Board. Such a member will be an executive in a substantial organisation operating in a competitive marketplace. This position will be open to advertisement within the stakeholder community.

Two members of the public sector educational and research community will be appointed to the Board. These positions will be nominated by the community represented by the FE colleges, HE institutions and Research Institutions in the county.

One member from the County Council will be appointed to the Board nominated by the Cabinet of the County Council.

Three members from the District Councils will be appointed to the Board and will be nominated by the Herts Leaders Group.

Individual membership of the Board is dependent upon the continuing support of the relevant nominating body.

The Board will have the power at any time and subject to their agreement, to co-opt a further member(s), if and when such and appropriate candidate(s) become available and are deemed a vital asset by the Board.

The current Board members are:

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<tr>
<th>SECTOR</th>
<th>NAME</th>
<th>ORGANISATION</th>
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<tbody>
<tr>
<td>Chair (Business)</td>
<td>John Gourd</td>
<td>Johnson Matthey</td>
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<tr>
<td>Business Reps</td>
<td>Dan Dark</td>
<td>Warner Bros. Studios Leavesden</td>
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<td>Business Reps</td>
<td>Martino Picardo</td>
<td>Stevenage Bioscience Catalyst</td>
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<td>Business Reps</td>
<td>Peter O’Gorman</td>
<td>Santander Bank</td>
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<td>Andrew Percival</td>
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<td>SME Reps</td>
<td>Graham Lane</td>
<td>Cheeky Munkey</td>
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<td>SME Reps</td>
<td>Adrian Hawkins</td>
<td>Weldability SIF</td>
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<td>Higher Education Reps</td>
<td>Quintin McKellar</td>
<td>University of Hertfordshire</td>
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<tr>
<td>Commercial Not for Profit Reps</td>
<td>Narendra Laljani</td>
<td>Ashridge Business School</td>
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<tr>
<td>Further Education Reps</td>
<td>Gill Worgan</td>
<td>West Herts College</td>
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<tr>
<td>County Council Rep</td>
<td>Cllr Chris Hayward</td>
<td>Herts County Council</td>
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<tr>
<td>District Council Rep A10/M11Growth Area</td>
<td>Cllr Tony Jackson</td>
<td>East Herts Council</td>
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<tr>
<td>District Council Rep M1/M25 Growth Area</td>
<td>Cllr Julian Daly</td>
<td>St Albans City &amp; District Council</td>
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<td>District Council Rep A1(M) Growth Area</td>
<td>Cllr John Dean</td>
<td>Welwyn Hatfield Council</td>
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The role of Chairman requires an individual with extensive experience running a private sector business, but also, if possible, with a detailed knowledge and understanding of how the public sector works and of key relationships with other LEPs and Central Government.

The appointment of its private sector Chairman, who leads the LEP team, from its number, is a matter for the LEP board.

A Board member shall cease to be a member in the event of:

- such member giving written notice to the Herts LEP Board of their resignation, to take effect on receipt by the Board of the notice of resignation or, if later, the date stated in the notice
- such member's death or, being a corporation, its winding up
- such member's bankruptcy, making of any arrangement or composition with his creditors, or liquidation, or in the case of an organisation, winding up, liquidation, dissolution or administration or anything analogous to any of the foregoing occurring in relation to a member
- such member ceasing to have an office or other base within the Herts LEP region or ceasing to be employed by such organisation as entitles them to be a member
- such member no longer carrying the confidence of any other members of the Board.

All Board members must retire every three years but can be reappointed by their nominating body at the end of each three year period.

4. PURPOSE OF THE BOARD

The key purpose of the Herts LEP Board is to provide overall guidance and direction for economic development interventions in Hertfordshire. Key functions of the Board are to ensure economic development activity in the county is well co-ordinated, that duplication is avoided, and that regular updates on projects and initiatives are undertaken. The Board is also required to approve submissions to HMG as required for Growing Places Fund, Single Local Growth Fund and other sources of funding.

It is recognised that a Board of 15 is not able to have direct representation of all interested constituencies within the wider community, therefore sub-groups and task and finish groups will be convened by the board as necessary where direct Board relationships with existing individual institutions are not appropriate or possible, to oversee or deliver activities. Sub groups help inform debate by the Board of the LEP’s priorities. The sub Boards are: Enterprise and Innovation Programme Board, Strategic Infrastructure Programme Board, Skills and Employment Programme Board, Business Forum and three Growth Area Forums.
The Board are required to make an informed decision whether to award funding for projects over the value of £250,000 for the Single Local Growth Fund, Growing Places Fund and other Government funded initiatives (including Broadband). The Board are also required to approve additional funding requested due to a change in an on-going programme. Funding decisions on projects under this value may be approved by the appropriate Programme Board. The Board may be informed of such decisions and give their subsequent approval/ disapproval by email should a decision be required before the next scheduled Board meeting.

5. BOARD MEETINGS

The Herts LEP Board meet six times per year. Attendance at Board meetings is normally confined to Board member, the Executive Team members and invited speakers. Observers may attend if invited to do so for a specific reason by the Chair.

As a matter of Board policy, all meetings of the members must have a predefined purpose, be furnished with action-oriented information, have a focussed agenda, and allow reasonable time for adequate debate and considered decisions.

With this objective in mind, prior to meetings of the Board:

- Papers will be circulated a minimum of five days in advance of the Board meeting
- The Board meeting will be conducted on the assumption that Board members have read Board papers prior to the meeting
- Each paper will be annotated to the effect that it is for ‘discussion’, ‘decision’, or ‘information’
- ‘Any other business’ items should be raised with the Chairman prior to the Board meeting. Items tabled at the meeting will only be accepted in exceptional circumstances
- A timed agenda will be laid out in advance
- Minutes will be circulated two weeks after the meeting
- Approved and non-confidential papers and minutes will be published on the web site within four weeks of the meeting

6. BOARD MEMBERS' CONDUCT

Board members are expected to adhere to the Seven Principles of Public Life, known as the Nolan Principles, as defined by the Committee for Standards in Public Life. They are:

- **Selflessness** Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.
- **Integrity** Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
• **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 merit.

• **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.

• **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 it.

• **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.

• **Leadership** Holders of public office should promote and support these principles by leadership and example

In terms of the Board’s conduct it needs to operate as a team under the leadership of the Chairman and the following guidelines are to be adhered to:

• Arrive before the scheduled start time
• You must read the board papers in advance
• Address issues, not personalities
• Focus on what is right, not just what is wrong. Be positive and constructive
• Three minutes is long enough to make a point
• Keep to the point and the topic being discussed – focus
• Avoid unnecessary technical terms and acronyms
• Do not use Board meetings to demonstrate superior intellect or knowledge
• Do not inhibit the expression of alternative views
• Information only items will not normally be discussed
• Papers will only be accepted on the day by agreement of the Board
• Comments should be made through the Chairman
• Meetings will finish on time, unless there is Board agreement to continue discussions
• An attendance log and forward meetings schedule will be maintained
• Collective responsibility is maintained by all Board Members for decisions taken

7. **BOARD PROCEEDINGS**

The Board may meet together for the despatch of business, adjourn and, regulate their meetings as they think fit. Questions arising at any meeting shall be decided by a majority of votes and each qualifying Board member shall have one vote.

In case of an equality of votes, the Chair shall have the casting vote. No business shall be transacted at any Board meeting unless a quorum is present. A quorum shall be eight.
Where the Board considers such attendance worthwhile or necessary to the matters to be discussed at the relevant meeting of the Board, it shall be entitled to invite relevant third parties to attend any meeting of the Board as observers providing that such third parties agree to be bound by obligations of confidentiality reasonably acceptable to the Herts LEP Board and shall be entitled to speak at meeting of the Board with the prior permission of the Chair but shall not be entitled to vote

8. CONFLICTS OF INTEREST

The following provisions shall apply to members and member representatives:

- In the event that there is a conflict of interest the person so conflicted shall immediately declare the nature of the conflict or potential conflict and withdraw from any business where the conflict would be relevant.
- Whenever a person has an interest in a matter to be discussed at a meeting the person concerned will not be:
  - entitled to remain present at the meeting during discussion of that matter
  - counted in the quorum for that part of the meeting
  - entitled to vote on the matter

The Herts LEP Board may, at any time authorise a person to be involved in a situation in which the person has or may have a direct or indirect interest which conflicts or may conflict with the interests of the Herts LEP Board provided that the conflict of interest at the time is declared to them and the person subject to the conflict of interest shall not vote.

9. ROLE AND RESPONSIBILITIES – CHAIR

The role of the Chairman is to lead the Board in defining vision and direction, and in delivering the desired outputs, whilst ensuring that appropriate procedures for governance and management of resources are in place.

The key responsibilities of the post are to:

- Provide strategic leadership and direction to ensure that the Herts LEP achieves its goals
- Lead the efforts of the Herts LEP in developing and implementing an effective LEP vision, strategy and strategic economic plan that identifies and addresses the key priorities for local economic growth
- Effectively chair meetings of the LEP Board, leading it towards decisions that ensure the strategic vision and key objectives of the Partnership are delivered.
- Be an effective influencer and “ambassador” for Hertfordshire, championing the LEP at local, regional and national levels working with appropriate partner organisations and individuals
• Be an effective advocate on behalf of the Herts LEP, the businesses and people of Hertfordshire, in particular at conferences and events/meetings with Ministers, MPs and key civil servants
• Reflect the agreed policies of the Herts LEP Board and its members in all discussions with partners, stakeholders, government and its’ agencies.
• Ensure that the Herts LEP (including the Board) adheres at all times to high standards of ethics and governance in public life and is an exemplar to other organisations
• Ensure that all Board members participate actively in the work of the Board, encouraging their attendance and engagement and keeping regular contact with all members
• Exert a casting vote in LEP Board decisions if circumstances so require
• Direct the activities and priorities of the Executive Director, setting annual performance targets and conducting reviews and appraisals

10. ROLE AND RESPONSIBILITIES - DEPUTY CHAIR

• Deputise for the LEP Chair where necessary including the chairing of Board meetings and acting as the lead representative of the LEP
• Lead on the development and periodic review of LEP Board and sub-Board governance structures
• Lead on developing effective relationships with local businesses, business representative organisations and appropriate business networks
• Deputise for the LEP Chair by representing Hertfordshire LEP at meetings with external bodies and other organisations
• Deputise for LEP Chair in dealing with media queries as and when they arise
• Develop strong relationships with central government departments and local politicians and acting as an advocate for Hertfordshire in lobbying for resources
• Work with the Chair and Executive Director to review and recommend remuneration policy for the Executive Team
• Chair the Programme Management Committee

11. ROLE AND RESPONSIBILITIES – BOARD MEMBERS

Board members have a responsibility to uphold high standards of integrity and probity. They should support the Chairman and Vice Chairman in instilling the appropriate culture, values and behaviours in the boardroom and beyond. Board members should take into account the views of other stakeholders, because these views may provide different perspectives on the LEP and its performance.

A Register of Board Members’ Interests will be maintained.

The duties and responsibilities of a Board member are to:
Attend meetings of the LEP Board and to nominate an appropriate named alternative where attendance is not possible

Reflect the agreed view of the LEP Board and its members in all discussions with partners, stakeholders, government and its' agencies

Support the Chair by leading on activities relevant to their knowledge and experience by representing the interests of the LEP in meetings with partners, stakeholders, government and its’ agencies

Actively develop an effective business-public sector partnership

Contribute to the setting of the overall strategy, priorities, business planning, budget and the monitoring of performance and risk management

Contribute knowledge and expertise to identify the economic and demographic issues facing the area the strengths and opportunities and the initiatives which should be taken to drive economic growth

Formally represent the Herts LEP in meeting other bodies and partner organisations as required

Feedback to their stakeholders on LEP decisions and activities

Lead for the Board on particular issues and activities including serving on or chairing programme board and sub-groups

Elect, from their number, a Chairman and Vice Chairman

12. TERMS OF APPOINTMENT

The normal term of appointment will be three years, to provide a regular opportunity to refresh the membership of the Board through rotation of members in approximately equal numbers each year. Members may be re-elected for up to a further three year period, but not exceeding six years in total. The recruitment and replacement of Board members will be staggered to ensure a degree of continuity.

The Chair and Business Representatives of the Board will be recruited on the basis of an open advertisement and will serve a three year term, which may be extended by a further three years (serving a maximum of six year term). Extension of the Chair’s initial term of office beyond three years will be agreed by a majority of the Board, excluding the Chair.

The SME Representatives will be elected by the Business Forum. The district representatives will be elected by the Herts Leaders Group and the four Hertfordshire Colleges will elect the FE representative.

13. TYPICAL TIME COMMITMENT

In addition to serving on the Board, members may be asked to serve on any ad-hoc committees as required as well as attend other meetings and events on behalf of the LEP.

Whilst it is inevitable that the time commitment of individual members will vary, the following is considered a typical commitment required over a year:
• Minimum of 4 Board meetings of Herts LEP
• Appropriate time before and between meetings to read papers and stay abreast of relevant developments
• Regular discussions and exchanges with the Chairman

Board members are de-facto ambassadors of the Herts LEP, and as such there will be a number of events and activities throughout the year where some Board member attendance may be required, which will be agreed in advance.

It is expected that each Board member will do their best to support the Herts LEP when their assistance is required.

14. WIDER SCRUTINY OF THE LEP

The Herts LEP are subject to wider scrutiny from both public and private bodies including the Business Forum and Local Authorities, which both have representatives on the LEP Board. This is to ensure that the interests of Hertfordshire businesses, the district and County Council and the residents of Hertfordshire are taken into consideration when developing the economic plan for Hertfordshire.

Hertfordshire LEP will adhere to the processes established by its Accountable Body, Hertfordshire County Council in relation to freedom of information and environmental information requests.

15. BUSINESS FORUM

The Business Forum acts as a communication channel between business in the county and Herts LEP. It comprises the key business membership organisations in Herts including:

• Chambers of Commerce
• Federation of Small Business
• Institute of Directors
• Engineering Employers Federation
• Biz4Biz
• Enterprise Agencies
• Local Business Groups such as the Maylands Business Partnership

Its purpose is to ensure accountability vis-à-vis Hertfordshire’s wider business base acting as a conduit for engaging with businesses, scrutinising LEP strategy and activity and acting as a ‘sounding board’ on key economic issues across the LEP area. The Forum also looks to link to the three Programme Boards by supporting enterprise and innovation, skills and employment opportunities and looking for improvements in infrastructure to encourage more businesses into the County. They should also act as advocates for Hertfordshire. The Forum has two representatives
16. LOCAL AUTHORITIES

The Hertfordshire Local Authority Leaders’ Group represents the ten district authorities and County Council. The Leaders’ Group is a strategic forum for progressing key common issues in the county. The Leaders’ Group is also responsible for electing the four local authority members (three District and one County Council) of the LEP Board that represent the wider interests of the eleven authorities. The LEP Chair and Executive Director regularly attend the Leaders’ Group meetings to develop the LEP vision, strategy and Strategic Economic Plan. In addition, the Executive Director will hold bi-annual meetings with the Leaders and Chief Executives of all Districts and County Council to provide both a county and district specific economic update. A LEP Board member also attends these meetings.

17. HERTS LEP SUB GROUPS/ PROGRAMME BOARDS

The Herts LEP have established three Programme Boards to drive forward and deliver the LEP’s Business Plan:

- Enterprise and Innovation
- Skills and Employment
- Strategic Infrastructure

Each Programme Board is chaired by a LEP Business Representative Board member to ensure that there is a clear link to the LEP Board and that individual Programme Boards do not operate in silos. Each Programme Board also brings in expertise from the wider businesses community. Meetings are held on a quarterly basis.

Common functions of all Programme Boards are to:

- Oversee implementation of relevant Single Local Growth Fund, Growing Places and European funded projects
- Have an input into LEP consultations
- Have an input into the LEP Growth Plan and Strategic Economic Plan
- Operate as a sounding board to the main LEP Board on specific items.
- Act as an advocate for Herts LEP

Additional sub groups include

- Hertfordshire LEP Area ESIF Committee
- Business Forum
- Growth Area Forums
- Programme Management Committee
Executive Group
Task and Finish Groups

18. ENTERPRISE AND INNOVATION

The Enterprise and Innovation Programme Board is responsible for developing and monitoring activities which contribute to the delivery of LEP’s vision of "Accelerating Business-led economic growth".

To identify priority actions to encourage innovation and enterprise throughout the county including:

- Preparing and implementing an evidence based Enterprise and Innovation Strategy to support the LEP’s strategic objectives for SME growth
- Identifying actions to support the LEP’s priority industry sectors and clusters
- Promote opportunities for Knowledge Transfer, International Trade and Access to Finance
- To brief the LEP board on policy implications of initiatives and activities affecting innovation and enterprise in Hertfordshire
- To identify issues affecting the competitiveness of SMEs in the county and inform relevant programme boards of areas of concern
- To provide input and direction to the allocation of ERDF and SLGF opportunities.

The Programme Board comprises of members with public and private sector experience of delivering business support initiatives and includes observers from BIS and UKTI. Current task and finish groups are:
Inward Investment
Tourism

19. SKILLS AND EMPLOYMENT PROGRAMME BOARD

The Skills and Employment Programme Board exists to maintain and improve the Skills and Employment prospects of the workforce and residents.

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 over 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 SFA)
- Input and direction to the prioritisation of EUSIF Single Local Growth Funding and other opportunities
- The voice of employers and other key stakeholders in order to better influence Government policy relating to improvement of skills & 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 Herts County Council and DWP

The Programme Board will achieve these by:

- Offering itself as an advisory body to the LEP and other appropriate organisations
- Engaging with partners to respond to local economic and skills priorities and to influence outcomes
- Establishing more employer led skills provision
- Developing and monitoring a Hertfordshire Apprenticeship Strategy in partnership with other key stakeholders including the SFA
- Encouraging more flexible working practices amongst employers
- Co-ordinating Hertfordshire’s approach to STEM related issues
- Addressing employment related issues such as tackling youth unemployment and up skilling of older workers

The Programme Board comprises of members from secondary, higher and local education, local businesses and Government bodies. The current task and finish groups are:

- Apprenticeships/ Work based learning
- STEM
- Interface between education and employers
• ESIF
• Leadership and Management

20. STRATEGIC INFRASTRUCTURE PROGRAMME BOARD

The main focus of the Strategic Infrastructure Board is the identification, co-ordination 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

The Board – which consists of members from sectors involved in the planning and delivery of strategic infrastructure including utility companies, commercial property agents, major developers, local authorities, registered social landlords and the Homes and Communities Agencies – will achieve this by:

• providing advice to the LEP and other appropriate organisations
• supporting research that identifies infrastructure capacity issues and potential solutions to influence funding priorities in the future
• supports the development of a shared spatial statement for Hertfordshire
• monitors Single Local Growth Fund and Growing Places Fund projects falling within its remit
• develop alternative funding and co-ordination mechanics for the delivery of strategic infrastructure

21. HERTFORDSHIRE LEP AREA ESIF COMMITTEE

Herts LEP has been allocated approximately £60m EU funding for the 2014-2020 programming period. The Herts LEP Area ESIF Committee is responsible for the strategic oversight of local investments through the EU Structural and Investment Funds (European Regional Development Fund, European Social Fund and European Agricultural Fund for Rural Development) and their operational delivery in line with each fund’s Operational Programme.
The Herts LEP Area ESIF Committee is responsible for the development and delivery of the Hertfordshire ESIF strategy, ensuring that local strategic aims are considered alongside national strategic and operational objectives and that maximum impact is achieved through the Funds, thereby contributing to delivery of the overall national Operational Programmes. The Committee will have oversight of operational delivery of activity supported by the Funds, will oversee the development of an appropriate pipeline of proposals; agree investments; and monitor performance against targets at the Herts LEP Level. The Employment and Skills Programme Board has direct input into the spend of ESF funding. Areas of funding include Supporting Employment and Promoting Labour Mobility; Promoting Social Inclusion and Combating Poverty and Investing in Education, Skills and Lifelong Learning. The Enterprise and Innovation Board inputs into the spend of ERDF Funding. Areas of funding include Strengthening Research, Technological Development and Innovation; Enhancing Competitiveness of SMEs and Supporting the shift towards a Low Carbon Economy in all Sectors.

The ESIF Committee is chaired by a current main LEP Board member and the committee includes representatives from local authorities, stakeholders, national opt-in providers (SFA, BIG Lottery, JCP) and central government departments. The Committee is organised by DCLG and they provide secretariat support for the meetings.

22. GROWTH AREA FORUMS

As a result of the Strategic Economic Plan, three Growth Area Forums will be established in 2014/15 based around three transport corridors across the county to drive forward economic growth:

- M1/M25- including Hemel Hempstead, Watford and the London overspill settlement of South Oxhey
- A1 (M) – including Stevenage and Hatfield
- A10/M11 – including Bishop’s Stortford and Broxbourne

The focus of the Growth Area Forums is to develop an economic vision for the sub-areas of the County. The proposed format of the Forums is for a biannual large, multi-stakeholder events which will include Local Authorities (from the Forum geographical location), local businesses, key stakeholders such as HE Colleges, Research Institutes and Government Agencies. Each Forum will be chaired by a Local Authority member and will report directly back to the main LEP Board.

It is not intended that the Growth Area Forums should duplicate any existing liaison arrangements in Hertfordshire. The Forums will be held twice a year, with a focus on private sector engagement on what the future economic priorities for these areas within Hertfordshire should be. It is expected that each Growth Area Forum there will be two or three identified priorities and there will then need to be a series of task and finish group established which will progress these or they may be led by an existing organisation or established meeting.
23. PROGRAMME MANAGEMENT COMMITTEE

This is a new committee formed in 2014/15 to ensure that the proper processes and procedures are in place and being used to secure delivery of the Growth Deal and providing value for money. As the SLGF is public money, the LEP must meet the financial and contractual regulations set out by the accountable body and ensure that due diligence is carried out on contractors. It will also oversee LEP’s aims and objectives are being delivered through the selected and supported projects through its commissioning arrangements. Chaired by the Deputy Chair of the LEP and supported by the Programme and Performance Manager, the Programme Management Committee includes key partners, most especially Hertfordshire County Council, as the accountable body of Herts LEP. The role of this sub-group is to:

- Monitor financial spend against profile and delivery of milestones against agreed timescales
- Scrutinise the contractual arrangements relating to SLGF and approve appointment of external contractors or contractual arrangements with project sponsors
- Agree changes in the allocation of SLGF between agreed projects up to a variation of £250,000
- Agree allocations to new/reserve projects up to £250,000
- Provide views on variations over £250,000 and refer these to the main LEP Board for decision
- Monitor the risk register for SLGF, ensuring that appropriate mitigation actions are in hand
- Be appraised when projects are not meeting time, cost or risk milestones and agree changes/delays/reductions in funding
- Approve the release of SLGF funds if milestones are met
- Hold Project Sponsors to account for delays/slippages/under and overspends/under estimation of risk
- Provide advice to LEP Executive Team on appropriate programme and project management arrangements for SLGF, GPF and EUSIF programmes
- Ensure projects are managed correctly within the accountability framework

Membership will consist of:

- Deputy Chair of Hertfordshire LEP
- HCC Accountable Body representative
- Head of Major Projects, University of Hertfordshire (TBC)
- Local Authority Chief Executive
- 4-5 Members of main LEP Board
- FE College representative
24. EXECUTIVE GROUP

The Executive Group supports the Herts LEP in the development of projects – to ensure that key projects are technically robust and deliverable. Membership includes key senior members of staff from the LEP and its partners.

25. TASK AND FINISH GROUPS/ SUB GROUPS

From time to time it may be necessary to establish time limited task and finish groups or specific subgroups of the Herts LEP Board. The decision to establish a sub-group can be taken either by the LEP Board or three Programme Boards and their role will be advisory and decision making. The group would be lead by a member of the Executive Team and may be chaired by a main Board or programme Board member. Membership of these groups will be flexible to ensure that relevant expertise and experience is drawn in. While they are operating, these groups will be subject to the same protocols and ways of working at the other Herts LEP Boards.

26. HERTS LEP EXECUTIVE TEAM

The Herts LEP Board is supported by the Executive Team. Based in BioPark, the team is responsible for the day to day running of the LEP and to provide expert guidance and leadership in the various areas of economic development.

27. EXECUTIVE DIRECTOR

The responsibilities of the Executive Director are to:

- Support the Chair, Herts LEP Board and its Programme Boards/ sub-groups
• Advise the Herts LEP Board on the position of the local economy and to both advise on and deliver its vision for the long term strategy and to promote economic growth
• Be responsible for the preparation of an annual budget and business plan for the approval by the Board to deliver the Herts LEP’s long term strategy and to report on financial performance, project delivery and risk management in relation to them
• Advise on and secure the implementation of the Herts LEP Business Plan as instructed by the Board
• Be responsible for managing the Board’s relations with partner organisations and supporting the LEP Chair and other Board members in their representational roles
• Ensure timely reporting to the Board, partners and funders on performance against the business plan and supported projects
• Lead, direct and manage the Herts LEP Executive Team, staff, secondment and consultancy support
• Be responsible for the application of the LEP’s protocols and code of conduct
• Be responsible for the submission of applications to government for funding including Strategic Economic Plan and Growing Places Fund

28. EXECUTIVE TEAM

The responsibilities of the Executive Team are to:

• Provide expert guidance and leadership in their areas of expertise
• Develop specific areas of the Strategic Economic Plan
• Provide direction and guidance to Programme Boards/ sub-boards
• Work with both private and public sector to ensure full engagement and cooperation on district and county wide matters
• Represent Herts LEP in meetings with partners, stakeholders, government and its’ agencies
• Communicate with partners, stakeholders government and its’ agencies on the various workstreams and funding opportunities
• Provide secretarial support to the LEP Board, Programme Boards, Growth Area Forum meetings and its members
• Ensure the LEP remains within budget and keeps full and clear accounts of all spend