



LEP DIRECTORS BOARD

29th March 2019

The Olde Barn Hotel, Toll Bar Road,
Marston, Grantham, Lincs, NG32 2HT

Paper 0 - Revised Agenda

Time	Item and brief description	Lead	Access/Circulation
9.30	Refreshments		
10.00	Welcome, Apologies, Declarations of Interest <ul style="list-style-type: none"> • For Decision -Approval of Minutes • Review of Actions • Decision Log • LEP Board and Investment Board Forward Plan 	Chair	All Members Paper 1.0 Paper 1.1 Paper 1.2 Paper 1.3
10.10	For Information - Chair and Chief Executive Report	Ursula Lidbetter and Ruth carver	Paper 2 Paper 2.1 APR Letter attached - Board Directors only
10.30	For Decision - Outline Budget and Year End	Ruth Carver	All members Paper 3 Paper 3.1
10.40	For Decision: Strengthening LEP Review - Implementation <ul style="list-style-type: none"> • GLLEP Review Response • Articles of association 	Ruth Carver	All members Paper 4 Paper 4.1 LEP Review Paper 4.2 Articles
10.45	Review of Governance For Decision <ul style="list-style-type: none"> • Revised Terms of Reference ESB • Scheme of Delegation • Roles and responsibilities, Chair, Deputy Chair, Chief Executive , the Accountable Body and the Section 151 Officer • Policy Statement on Equality and Diversity • Policy and TOR's Planner 	Ruth Carver	All members Paper 5.0 No paper 5.1 Paper 5.2 Paper 5.3 Paper 5.4 - 5.7 Paper 5.8 Paper 5.9
11.00	For Decision : Local Assurance Framework	Linsay Hill Pritchard, AB	All members Paper 6 Paper 6.1
11.15	For Decision: Approval of the Project Pipeline	Halina Davies, LEP	All members Paper 7 Paper 7.1

11.25	For information and discussion: Greater Lincolnshire Local Industrial Strategy: <ul style="list-style-type: none"> Update on Sector Deals 	Cathy Jones, LEP	All members Paper 8 attached Paper 8.1 attached
11.35	For information and discussion Update on Lincolnshire Business Rates Pilot	Jaclyn Gibson (Chief Finance Officer, CoL)	Verbal Update
12.00	For Decision: Benchmarking Regional Salary Data for Higher Education	Prof. Mary Stuart, University of Lincoln	All members Paper 9 attached
12.15	For Discussion - Lincolnshire Wolds Area of Outstanding Natural Beauty <ul style="list-style-type: none"> Appendix 1 	Simon Green NLC	All members Paper 10 attached Paper 10.1 attached
12.30	Any Other Business	All	

Attendees: Ursula Lidbetter (Chair & Lincs Co-op), David Dexter (Vice Chair), Cllr Craig Leyland (ELDC), Cllr Peter Wheatley (NELC), Cllr Ric Metcalfe (CoL), Cllr Rob Waltham (NLC), Chris Baron (Butlins, Skegness), Dean Fathers (Health), Pat Doody (Nat West), Debbie Barnes (LCC), Gary Headland (Lincoln College), Nick Worboys (Longhurst Group), Sarah Louise Fairburn (L J Fairburns & Sons Ltd), Zoe Easey (Epix Media)

Apologies: Prof Mary Stuart (UoL), Cllr Colin Davie (LCC), Herman Kok (Lindum Group)

Observers: Graham Pendlebury (Director, Department for Transport Senior sponsor) Peter Moore, S151 LCC, Pete Holmes (BEIS), Simon Green (NLC), Chris Duffill (NELC)

Officers: Ruth Carver, Sue Groves (Note Taker)

For Agenda items: Cathy Jones (LEP), Halina Davies (LEP), Jaclyn Gibson (CoL)

Parking Arrangements

Large car park available

Circulation Policy - All members circulation is circulation of papers to Directors, Observers, Leader and Chief Executives of LA, and LEP Officers. Directors only is circulation to the Directors of the company only.

Additional Papers Pack (just for information and not for printing)

AP1 - Visitor Economy Board - 7th February - Draft minutes

AP2 - Innovation Council - September 2018 - Minutes

AP3 - ESIF Sub Committee - 8th February 2019 - Minutes

AP4 - Employment & Skills Board - 13th February 2019 - Draft minutes

Key dates for LEP Board Directors

<u>LEP Board Dates and Venues</u>	<u>Water Management Board</u>
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<p><u>29th March</u> SKDC Marston, Grantham</p> <p><u>24th May</u> Lincolnshire Chamber of Commerce, Lincoln</p> <p><u>19th July</u> Venue to be confirmed</p> <p><u>27th September</u> Venue to be confirmed</p> <p><u>29th November</u> Venue to be confirmed</p>	<p>5th March, 8th July, 5th November</p> <p><u>Manufacturing Board</u> 2019 dates to be arranged</p> <p><u>Visitor Economy Board</u> 13th June, 3rd October, 12th December</p> <p><u>Employment & Skills Board 2019</u> 17th April, 26th June, 11th September, 13th November</p> <p><u>Innovation Council</u> 26th April</p> <p><u>Growth Hub Governance Board</u> 10th April, 14th August, 11th December</p> <p><u>ESIF Sub-Committee</u> 20th March, 19th June, 18th September, 11th December</p>
<p><u>Manufacturing Conference</u> Wednesday, 27th March 2019</p>	<p><u>Visitor Economy Conference</u> Friday, 22nd March 2019</p>
<p><u>Team Lincolnshire in London - Monday,</u> 18th February</p>	<p><u>LEP Annual Conference - Friday,</u> 12th July</p>
<p><u>Inward Investment Workshop - Tuesday,</u> 26th March 2019</p>	<p><u>Investment Board</u> 20th February, 29th March, 24th May, 19th July, 27th September, 29th November</p>
<p><u>Health& Care Interim Board</u> 27th February</p>	



Minutes of the Greater Lincolnshire LEP Board

25th January 2019

Bishop Grosseteste University, BG Futures
Room 1, Longdales Road, Lincoln, LN1 3DY

Draft Minutes

Present: Board Directors: Ursula Lidbetter (Chair) (Lincs Co-op), David Dexter (Vice Chair FSB), Cllr Craig Leyland (ELDC), Cllr Peter Wheatley (NELC), Cllr Ric Metcalfe (CoL), Dean Fathers (Health), Herman Kok (Lindum Group), Prof Mary Stuart (UoL), Pat Doody (Nat West), Debbie Barnes (LCC), Nick Worboys (Longhurst), Gary Headland (IoD & Chamber)

Apologies: Cllr Colin Davie (LCC), Cllr Rob Waltham (NLC), Steve Middlebrough (Siemens), Sarah Louise Fairburn (Fairburns), Pete Moore (S151 Officer & AB)

LEP Executive: Ruth Carver, Sue Groves (Note Taker)

Observers: Pete Holmes (CLOG), Simon Green (NLC), Chris Duffill (NELC), Cllr Richard Hannigan (NLC)

For Agenda Items: Andy Gutherson (LCC), Liz Draper-Smethurst (LEP)

Planning for Growth and Strategic Infrastructure Delivery Plan (SIDP)

This item was presented by Andy Gutherson, Director of Place Lincolnshire County Council. Andy was congratulated on his new role.

Planning for Growth - An update was given to the Greater Lincolnshire Leaders and Chief Executives at their last meeting and the combined ambitions of Greater Lincolnshire's growth were set out and agreed. Currently the overall approach is fragmented and individual plans and strategies should be brought together to form a Greater Lincolnshire Vision or Strategy. An example of the Leicestershire Spatial Plan is <https://www.llstrategicgrowthplan.org.uk/wp-content/uploads/2019/01/Final-LL-SGP-December-2018-1.pdf>. It was agreed that Greater Lincolnshire should be prepared to maximise the chances that Lincolnshire needs to be successful in accessing Government funding, ie from GLLEP, Homes England or other agencies or Government departments.

SIDP - A sub-group of HIG members, supported by Local Partnerships, will be meeting next week, which is being led by Andy Gutherson and Ian Fytche (CX of NKDC) and will look at which mechanism work and those that do not, also to look at the ambitions of different projects under the Strategic Infrastructure Delivery Plan (SIDP). Over 40 schemes have been identified and by the end of March 2019, these will have been prioritised and show how they are to be delivered. The SIDP will become a live working document, which can be added to when funding bids are available for those that are ready to be delivered.

MRN - Midlands Connect is also putting together a list of schemes for the Major Road Network. Lincolnshire County Council is looking at programming smaller projects which will fit the MRN criteria, but the North Hykeham Relief Road does not meet this.

A number of planning issues were raised as a barrier to some development namely, timescale of planning decisions, lack of common approach across GL.

Action: It was suggested that the Planning for Growth work would involve discussions with private sector developers in terms of ambition and deliverability.

Actions:

Circulate the Leicestershire Spatial Plan to Board - <https://www.llstrategicgrowthplan.org.uk/wp-content/uploads/2019/01/Final-LL-SGP-December-2018-1.pdf> (Sue Groves)

Offer from the LEP to facilitate a business voice session with the Planning for Growth team - (Nick Warboys, Herman Kok and Ursula Lidbetter) - Cathy Jones and Andy Gutherson

LEP Team to work with AG to explore the relationship and alignment between the SEP/LIS and the PLG and SIDP work - Cathy Jones and Andy Gutherson

Apologies and Declarations of Interest -

New board directors Gary Headland, Nick Warboys, and Debbie Barnes were welcomed.

Apologies were noted from Cllr Colin Davie, Cllr Rob Waltham, Steve Middlebrough and Sarah-Louise Fairburn. Full declarations of interest can be found at:

https://www.greaterlincolnshirelep.co.uk/assets/documents/LEP_Rols_LIVE_list_March_2018_.pdf

The LEP Board were reminded that declarations of interest are required as part of LEP governance and must be updated at least annually, and if anything changes to the LEP office at the earliest convenience. Ursula Lidbetter and Dean Fathers to update their Declarations of Interest as a result of verbal declarations.

Action: UL and DB to update ROI. (Sue Groves)

Minutes and Matters Arising (Paper 2)

The minutes of the 30th November 2018 were accepted as a true record following amendment.

Actions from previous minutes:

- High Street Regeneration Fund - £675m fund that only District Councils can apply for. PH has organised three workshops in order to bring policy colleagues to brief. These are to be held in Birmingham, Leicester and Sleaford (on 11th February) to which the LA's have been. There is £25m fund for Heritage High Streets.
- Judicial Review - SUFC have now appealed, papers have been received and responses have been sent. GLLEP now have to wait for the Court to consider whether the appeal goes ahead, which could take up to three months and if SUFC are given leave to appeal, this could take up to 12 months.
- MPs Engagement Plan - updated document circulated and any feedback to Ruth Carver.
- LEP team has written to projects that have a red flag against their performance asking for a detailed response, which will be considered at the February Investment Board and a report of the actions would be taken to the March GLLEP Board.

GLLEP Board Actions (Paper 2.1)

Actions were noted and will be updated for the next meeting

GLLEP Board Forward Plan (Paper 2.2)

This was noted by the Board members.

Actions:

- High Street Fund - LEP to write to the policy team ensuring that they are aware of rural and market towns high streets and small communities challenges and opportunities and the co-ordinating role that LEP would want to play in future rounds. Support of Heritage High Streets. (Cathy Jones)
- Recirculated the MP engagement plan for endorsement (Cathy Jones)

LEP Directors Report (Paper 3)

- Three Directors have been appointed to the LEP Board; Gary Headland (IoD & Lincoln College), Mrs Nick Worboys (Director of Development and Sales, Longhurst Group) and Sarah Louise Fairburn (Brand & Sales Director, L J Fairburn & Son)
- Appointments Committee have also made the following recommendations to LEP Strategic Boards:

- ESIF Committee Member - Prof Nigel Curry (Community Lincs)
- Visitor Economy Board - James Gilbert (Growth & Promotions Service Manager, ELDC) and Kimberly Vickers (General Manager at Lincoln Castle)
- Food Board - Nigel Terry (MD, Greenyard), Daniel Fairburn (CEO, Fairburn Eggs), William Burgess (Chairman, Produce World)
- Employment & Skills Board - interviews being held later in January 2019.
- The recently published National Assurance Framework requires LEPs to produce a diversity statement explaining how the LEP will ensure representation at Board level which is reflective of the local business community. It is recommended that a board member be nominated as a diversity champion. Board directors were asked to consider this and Dean Fathers volunteered for the role.
- Brexit - weekly reports are sent to the Government regarding intelligence in Greater Lincolnshire. BRO's, FDI and Business Lincolnshire gather the information to input into this report. RC also advised the Board that an intern from the University of Lincoln will be joining the LEP team for one day a week to assist gathering/collating this information.
- SAP - Government has also published an analytical toolkit to support Skills Advisory Panels to carry out high quality local skills analysis, which will be used by Skills Advisory Panels to fully understand and assess their skills needs and wider labour market challenges, now and in the future. The Secretary of State for the Department for Education has announced that Skills Advisory Panels will get £75,000 to analyse their local skills needs and priorities. **It was agreed that the ESB should be asked to become a skills advisory panel. Revised terms of reference and membership will be brought to the LEP Board for decision.**
- DF informed the Board that the NHS are looking to work with LEPs with regard to skills, which is welcomed in Greater Lincolnshire.

Annual Performance Review (Paper 3.1)

The Greater Lincolnshire LEP Annual Performance Review took place on the 10th January 2019 to review governance, delivery and strategy. From the LEP the Chair, the Chief Executive, and the Programme Manager attended, from the AB, the S151 officers and the accountable body lead attended. The note of the meeting was included in the Board Paper pack, and the process will need to be moderated, agree assessments before a decision on levels will be agreed. It is likely that there will be a formal review on delivery in six months' time.

LEP Review Presentation (Paper 3.2)

The Chair informed the Board on the current position with LEP geography and the removal of the overlap. After much discussion it was agreed that the LEP board would propose further work on options, and in particular focus on the strengths and collaboration opportunities between the two leps. The Chair planned to write to the Secretary of State to update him following today's board, and the Chair would seek agreement from the Humber LEP Chair to explore collaboration areas and mechanisms.

RC gave an overview of the actions from the Strengthening LEP Review Implementation Plan, in particular the agreed actions from the LEP Task and Finish Group on independent Secretariat and Legal Personality.

LEP Governance Review (Paper 3.4)

The Board was asked to approve the scope an Independent Governance Review and delegate authority to the LEP Director to procure. The Chair and the members of the LEP Review Task & Finish Group would be accountable for the LEP review, and report back to the LEP Board on recommendations. The budget allocation was agreed as up to £20k.

Actions

- CJ to write to MHCLG about the importance of market towns and smaller communities

within the HSF.

- DB to undertake the role of Diversity Champion at the LEP Board
- CJ to recirculate the MP engagement plan and get agreement on link MP's
- ESB to undertake SAP Function on behalf of the Greater Lincolnshire LEP - terms of reference and membership to be developed by the ESB and approved at the March 2019 LEP Board
- Chair to write to the SOS setting our position of the LEP Board, copying in the Lincolnshire MP's
- The LEP Board gave their approval for the LEP Director to commission an Independent Governance Review to the value of £20,000.

LEP Collaboration Approach (Paper 4)

The Board were asked to consider the broad areas of collaboration for the LEP team to take forward with partners. Collaboration with neighbouring LEPs and LEPs with similar interests is important to achieving our ambitions, although there is no formal collaboration currently.

The approach is to work with local stakeholders to agree areas of collaboration; this will involve conversations with local authorities and neighbouring LEPs with the aim of producing a statement of collaborations. The LEP Board are asked to agree the initial areas of focus:

GCGP LEP - SKDC and SHDC (and ultimately Rutland CC)

- Funding arrangements for South Kesteven, South Holland in relation to ESIF and Growth Fund finances from CPCA LEP function.
- Transition arrangements relating to Rutland potential transfer from CPCA LEP function to the Greater Lincolnshire LEP.
- A1 growth corridor, A17 arrangements around co-ordination of strategy, policy and funding
- A47 Strategic Alliance and connectivity of the A16 and A15 to the A47.
- Skills, HE and business engagement is critical.
- Automation and Robotics in the Food Sector.

D2N2 LEP - GLLEP

- A46 Corridor and employment growth.
- Manufacturing Sector.

Humber LEP and GLLEP

- Ports and Logistics, Manufacturing and Energy Sector.
- Transport Connectivity - A15/A46.

Humber, GLLEP and North York and Yorkshire LEP

- Rural.
- Coastal
- Energy
- Food
- Ports and Logistics

- Closer engagement with Midlands Connect, Midlands Engine and the Northern Powerhouse.

Action: The direction of travel was agreed, with any formal collaboration proposals being presented to Board to discuss.

Delivery of the EP AgriFood Sector Plan (Paper 5)

The Board also noted the progress of the LEP Food Board.

The LEP Board considered the change to the Terms of Reference to the Greater Lincolnshire LEP Food Board and this was agreed.

Action : The LEP Board approved the change in terms of reference for the Food board, and change in membership between two further groups CAT (commercial Agrifood Tech) and Agriculture and Horticulture Forum - Kate Storey

Enterprise Adviser Network (Paper 6)

Liz Draper-Smethurst Enterprise Co-ordinator for the LEP attended the meeting for this item

The Government Careers Strategy was released in December 2017 and was developed in partnership with the Gatsby Charitable Foundation, therefore the subsequent Statutory Guidance released in January 2018 stated that the Gatsby Benchmarks be used as a framework for good practice to ensure schools were meeting their duty.

One of the statutory duties identified in the new guidance, states that by September 2018 all schools and academies should appoint a careers leader to co-ordinate their careers programme and that their details, along with details of the careers programme and their provider access policy be accessible on their website. The role of the Enterprise Coordinator (EC) is to recruit and partner volunteer business leaders (Enterprise Advisers) with school's careers leads, assisting them strategically to build a careers plan and gain meaningful encounters with employers to help young people learn more employability skills and understand the local labour market.

The EC role involves understanding the school's starting point, needs and strengths of the schools and their CEAIG to be able to identify key areas for development and also make the best match with an Enterprise Adviser. This has been done with information from the Compass and Tracker tools shared with the EC, school meetings and also completion of a schools provision survey devised by the EC to identify gaps in the Compass report.

The EC has been in post with the LEP team since September 2018 and is making good progress. The target is 20 schools and the area has been established as East Lindsey, West Lindsey, North Kesteven, Lincoln and Boston. To date, 6 schools have been visited to:

- Look at career plan/strategy with Enterprise Adviser.
- Schools - some let their pupils do work experience and some do not, should look at the entire career path and assist schools to reach benchmarks.
- To increase employability, skills and understand what is available in the world of work/labour market.

Comments:

- ❖ Ensure that when careers advice is given, advice on self-employment is given. LDS informed the Board that she is looking at entrepreneurial areas and how businesses can start up and develop.
- ❖ Board members were very supportive of this project.
- ❖ Request that FE colleges be involved.

The LEP Board was asked to consider whether there is an ambition to have full coverage across Greater Lincolnshire. It is estimated that a further two full time posts would be needed to provide coverage across Lincolnshire beyond March 2019 and to work with all schools in Lincolnshire. 50% of any salary costs would be matched by the CEC until August 2020 (CSR). The LEP team have written to local partners to seek the understanding of the ambition on coverage across Lincolnshire and if there is sufficient interest to match fund.

Action:

- The Board noted the progress of the existing Enterprise Co-ordinator, and subject to match

funding from other partners supported an ambition of full coverage across Lincolnshire subject to contribution from partners.

AOB

There is to be an inaugural Health & Care Enterprise Board to be held at the University of Lincoln on the 27th February and board directors were asked to feedback to the LEP Team any potential private sector members that were large or international or potential investor operating in health

The meeting was closed.

DRAFT



Outstanding Actions from GLLEP Board Meetings					
Date	Item	Action	Update	Actioned by	Status
2018		<ul style="list-style-type: none"> Assurance Framework Training for LEP Board and Investment Board Directors 	Once LAF is agreed - training can be arranged	Halina Davies	
30/11/18	Minutes	<ul style="list-style-type: none"> Chair & LEP Director to continue to work with local partners and the Humber LEP to find a resolution, and particularly explore the collaborative option Agreed to the contents of the Brexit Action Plan and agreed to receive a proposal for a detailed business survey in the new financial year. 	<p>Ongoing</p> <p>Later date</p>	<p>Chair and CX</p> <p>James Baty</p>	
25/01/2019	Minutes	<ul style="list-style-type: none"> Circulate the Leicestershire Spatial Plan to Board members. LEP to facilitate a business voice session with the Planning for Growth Team. High Street Fund - LEP to write to MHCLG about the importance of market towns and smaller communities within the HSF. Recirculate the MP Engagement Plan for endorsement. 	<p>completed</p> <p>Underway</p> <p>Completed</p> <p>Completed</p>	<p>Cathy Jones/ Andy Gutherson</p> <p>Cathy Jones</p> <p>Cathy Jones</p>	



**Greater Lincolnshire Local Enterprise Partnership
Board Decision Log - Public**

Date	Decision	Decision Made
30/11/2018	LEP Board	<p>The Board made the following decisions: <u>Recommendations made were agreed regarding geography issue:</u></p> <ul style="list-style-type: none"> • Preferred position should remain the Greater Lincolnshire geography. • Split geography should be explored with the Humber LEP as a solution to remove the overlap, ensuring the integrity of Greater Lincolnshire and the Humber remains intact. • Merger option unlikely to be deliverable, given the lack of support from a number of local authority partners at this stage. • Lincolnshire option was not supported due to the scale and reduced focus. • Strong and, where necessary, formal collaboration be developed between Greater Lincolnshire LEP and its neighbouring LEPs, on energy and manufacturing with the Humber LEP, coastal and rural with the Humber and Yorkshire LEPs, agri-food and agri-tech and housing growth and infrastructure with GCGP LEP. All collaboration agreements and MOUs will be developed with the authorities involved. <p><u>LEP Directors Report</u></p> <ul style="list-style-type: none"> • Phil Ball of Metsawood, Boston and Melanie Weatherley of Walnut Care join the Employment & Skills Board. • The MPs Engagement Plan be approved subject to a public and private sector link member and the production of a communications and engagement plan. • The Policy for the Appointment of LEP Directors and Board members be approved. • The Policy on Confidential Reporting be approved. <p><u>Growth Deal Programme Review</u></p> <ul style="list-style-type: none"> • Board agreed the LEP team would write to projects that have a red flag against performance asking for detailed response to be considered at the Board in February. <p><u>Greater Lincolnshire Energy Strategy</u></p> <ul style="list-style-type: none"> • Agreed the Energy Strategy be approved subject to input from partners.
25/01/2019	LEP Board	<ul style="list-style-type: none"> • Three Directors appointed to the LEP Board: Gary Headland (IoD & Lincoln College), Mrs Nick Worboys (Director of Development & Sales, Longhurst Group) and Sarah Louise Fairburn (Brand & Sales Director, LJ Fairburn & Son) • Dean Fathers to undertake the role of Diversity Champion at the LEP Board • Approval given for the LEP Director to commission and independent Governance Review to the value of £20k. • Subject to match funding from other partners, an ambition of full coverage across Lincolnshire for further Enterprise Co-ordinators.

Paper 1.3 Rolling Forward Agenda Planner 2019



Date and Meeting	Standing Items	Progress Reports/Reports back from Sub Groups	Areas for discussion and decision
29th March 2019 GLLEP Investment Board	Welcome, Apologies, Declarations of Interest, Approval of Minutes	Growth Deal Programme Update (Halina)	Greater Lincolnshire Growth Fund – Sleaford Building Services (Greenborough Management Ltd) Access to Employment Zones Phase 2 – Littlecoates Road/Cambridge Road Due Diligence appraisal report Skegness Gateway Project Update Report Pipeline Final Recommendation Report Lincolnshire Lakes Lake 1/Northern Junction Project Update
24th May 2019 GLLEP Board	Minutes of last meeting LEP Directors Report Quarter 4 Finance Report 2018/19	Finance and Audit report on year end finances Annual Report Approval SAP Implementation – Clare Hughes Progress against action plan from the Employment and Skills Board – Joint meeting	Utilities – Energy Strategy – update on progress and the energy prospectus sign off Sign off of Delivery Plan WRE and Lincolnshire and report from the Water Management Board European Funding (Pat Doody/Susannah) Findings from Creative Industries Research in collaboration with UOL/ACE (Halina/Sukhy)
24th May 2019 GLLEP Investment Board	Welcome, Apologies, Declarations of Interest, Approval of Minutes	Growth Deal Programme Update (Halina)	Greater Lincolnshire Growth Fund – Autocraft Drive Solutions (Greenborough Management Ltd) Greater Lincolnshire Growth Fund – Grantham Engineering (Greenborough Management Ltd) Greater Lincolnshire Growth Fund – ParcAcre (Greenborough Management Ltd) Greater Lincolnshire Medical School Due Diligence (Halina) Gainsborough Growth Project Phase 2 Due Diligence report (Halina) Skills Capital Investment Fund Due Diligence

Paper 1.3 Rolling Forward Agenda Planner 2019



			Report - Digital and Professional Skills Centre, Lincoln College
19th July 2019 GLLEP Board	Minutes of the last meeting LEP Directors Report Quarter 1 Finance Report 2019/20	Progress against action plan from the Manufacturing Board	Approval of the Local Industrial Strategy prior to consultation Team Lincolnshire and Inward Investment
19th July 2019 GLLEP Investment Board	Welcome, Apologies, Declarations of Interest, Approval of Minutes	Growth Deal Programme Update (Halina)	TBC
AGM and Annual Conference 12th July			
27th September 2019	Minutes of the last meeting	Progress against action plan	Draft Local Industrial Strategy
29th November 2019 GLLEP Board	Minutes of the last meeting LEP Directors Report Quarter 2 Finance Report 2019/20	Water Management Board	
29th November 2019 GLLEP Investment Board	Welcome, Apologies, Declarations of Interest, Approval of Minutes	Growth Deal Programme Update (Halina)	A46 Roundabouts Due Diligence Report (Halina) Sleaford Growth Project Due Diligence Report (Halina)
Tbc December	Board Development		

Paper 1.3 Rolling Forward Agenda Planner 2019



Board Development and Strategy Session			
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Paper 2 - Report from the Chair and the Chief Executive

Recommendations: LEP Board Directors are asked to note the content of this report and to consider the following items for decision

- 1) That the LEP works with the Lincolnshire LA Chief Executives Group to develop the place element of the LIS and an approach on the Stronger Towns Fund**

1 Chairs Meetings

The Chair met with Sir John Peace of Midlands Engine to discuss Lincolnshire, and in particular the Ports of Immingham and Grimsby. The Chair also met with the leader of SKDC and the CX of SKDC to discuss priorities within the SKDC, and working with the LEP. The chair also represented all LEP's at a national meeting of the Food and Drink Council.

2 Area One – Policy & Strategy

Stronger Towns Fund Last week Government announced details of a £1.6 billion (allocation and competition) capital and revenue fund for towns across England from 2021. The Fund will support towns to create new jobs, help train local people and boost growth. There are two pots

Allocate Pot £1 billion – The government hope to release LEP level allocations in the next week or so. The East Midlands allocation is circa £110 million (3 leps 4 counties). Small amount of funding available next year but mainly after CSR in 2021 for six years. The government are testing with ministers the release of a technical note on allocation methodology alongside the release of the lep level allocation. It is likely that there will be some indications of which approved towns should be prioritised. The East Midlands allocation per head is low, and the concern maybe that this methodology used would be replicated in the allocation of the UKSPF.

Competitive pot £0.6 billion - All areas of England are eligible: Government will publish a prospectus in the summer, about how it will operate, and what the criteria and principles are.

Recommendation 1: LEP Board Directors are asked to support the recommendation that the once the allocations at LEP level are confirmed that the LEP and the Greater Lincolnshire Local Authorities consider what we can be doing to be ready to utilise the fund. The strategy for the fund will be the LIS, therefore co-ordinate energy towards LIS, and in particular the place element within the LIS is the first area to concentrate on. The focus would be to look at the strengths/challenges within Towns, ie where are the jobs, where do people live, where do they learn etc etc.

IOT Bids - Funding to create Institutes of Technology has been made available by Government to significantly increase the number of learners with higher level technical skills, which are crucial to national, regional and local productivity growth. They will deliver STEM-related training at Level 4 and 5, will have both HE university and FE College partners, and must be employer-led. The Greater Lincolnshire bid sees a collaboration of all FE Colleges and the University of Lincoln, and sites will be located right around the area, based at, but separate from, existing FE College and Oulu sites. The Lincolnshire Institute of Technology (LIT) will be a landmark institution, creating a step change in the skills provision and productivity of Greater Lincolnshire, and involving over £41m of investment. The £14.9m sought from DfE as capital funding will leverage £26.3m of additional investment through LIT partners. Greater Lincolnshire submitted a bid as one of the 16 bids nationally, and 12 are expected to be successful. Interviews were held last week and announcements are expected in March 2019.

BREXIT – Against an ongoing backdrop of uncertainty, we have been focusing on gathering business intelligence for BEIS and have created an area on the LEP website to keep our businesses informed. <https://www.greaterlincolnshirelep.co.uk/whats-new/brexit-guide/>

Paper 2 - Report from the Chair and the Chief Executive

Business Intelligence - The majority of the Business Intelligence focus over the past few months has been in relation to Brexit, however the latest Greater Lincolnshire briefing, covering wider national intelligence is attached as an appendix 1. -It is important that all LA Economic Development teams continue to feed into the business intelligence function in respect of intelligence on expansions, issues, investment plans and economic shocks. The agri food sector is under real pressure, not all due to Brexit, but Brexit is creating a lot of uncertainty and change due to the lack of clarity on future trade and labour supply. The gyrations of the exchange rate is also very hard for this sector.

Business Lincolnshire, the business support arm of the LEP continue to offer support to business and are running preparedness workshops. Government have been updating guidance on Brexit on an almost daily basis, which has been disseminated via the LEP site and Business Lincolnshire site. Below is an overview of the current business intelligence from businesses in Greater Lincolnshire, with a particular view on Brexit:

Staffing - The main concerns are from businesses using recruitment agencies, with those agencies struggling to find the level and quality of staff needed. This is mainly due to some Eastern European workers returning home, lowering the number and quality of staff the agencies have. Currently the government are advising that EU citizens living in the UK should apply to the EU settlement scheme, to continue living in the UK after 2021. The scheme will be fully open by the 30th March 2019 and close on the 30th June 2021. A toolkit has been set up for employers to support their EU staff and their families to apply for the scheme. If the UK leaves without a deal, then it will only be open to EU citizens that are currently living in the UK before the 29th March 2019 and the deadline will be shortened to 31st December 2020.

Future trade relations & custom delays - Numerous concerns have been raised about the possibility of goods being delayed leaving the UK and entering EU countries. This has led to manufacturing businesses stockpiling parts or foreign customers delaying orders, until they know clarity on future trading relationships. The Government is still working towards a deal, which it proposed in its white paper (July 2018). If an agreement is reached, it means when the UK exits the European Union there will still be free trade between the two areas and no custom delays. If the UK leaves without a deal, it means after the 29th March 2019 businesses will need to apply the same customs and excise rules when moving goods between the UK and non-EU countries. There are various schemes that businesses would need to apply for which can be found on the Government website.

Delayed Investment and Stockpiling - Concern has been raised about delayed investment, mainly re investing in new plants. This has come from foreign businesses that own plants in Greater Lincolnshire or are considering opening new plants. There has also been feedback about businesses stockpiling stock; this is due to worry around trade relations post Brexit, or delays that might occur during transition.

Manufacturing - Although the Government is working towards a deal with the European Union it has instructed exporters and importers to the EU, to prepare now for if there is a no-deal situation. This includes; registering for a 'UK EORI' number, deciding if you want to hire an agent to make import/export declarations for you and contacting the organisation that moves your goods in and out of the country to see if you need to supply any extra information.

Agriculture/Food - The agriculture industry will face issues if the UK left the European Union with no-deal. DEFRA have produced a guide to food labelling on exports post UK leaving the European Union, as well as the Governments technical notes. The National Farmers Union has also produced a technical guide which covers: labour, trade and regulation for both a deal and no-deal. This includes specialist advice including exporting GM & organic foods as well as haulage information. Economic shocks such Fresh Cook, Holbeach St Marks 680 jobs in consultation -160 salaried and 520 weekly paid – at the site but Bakkavor is confident they can offer alternative operational roles to all the impacted weekly paid employees at our other sites in Lincolnshire due to our labour

Paper 2 - Report from the Chair and the Chief Executive

requirements in the area. Tulip meat plant in Boston – owned by Danish Crown - 464 jobs are at risk due to a loss of contact with Marks & Spencer.

Housing - The Chancellor's Spring Statement included a commitment to new carbon and energy efficiency standards for new-builds by 2025, in the form of a Future Homes Standard, which will be subject to consultation later this year. Also announced was a £3bn Affordable Housing Guarantee Scheme to support 30,000 homes. This reintroduces a coalition scheme which lowered borrowing costs for housing associations but was abolished in 2015.

3 Area Two - Performance

Actions against the SEP 2017-18	Ranking
1 LEP Activity, Business Engagement and Media	Green
2 Growth Deal Performance	Amber
3 Growing Places Fund	Green
4 Feasibility Funding	Green
5 ESIF	Green
6 Skills	Green
7 Delivery Programmes	Green

1 LEP Activity, Business Engagement and Media

LEP Board Lead - Ursula Lidbetter, LEP Exec Lead - Ruth Carver

The LEP Review, LIS, pipeline projects and Brexit intelligence have been at the fore of the secretariat over the last 2 months. Procurement of LIS evidence, analysis and support in drafting the final strategy is underway, along with financial year end, annual report, budget planning, renewing declarations of interest and beginning to shape the LEP Conference.

The LEP and Business Lincolnshire are also hosting two significant conferences before the end of March - Manufacturing on 22nd March and Visitor Economy on 27th March.

The following Comms activity has taken place since January:-

Book your place at Manufacturing Conference -

<https://www.greaterlincolnshirelep.co.uk/whats-new/book-your-place-at-manufacturing-conference/>

New Year, New Directors join LEP Board - <https://www.greaterlincolnshirelep.co.uk/whats-new/new-year-new-directors-join-lep-board/>

Digital Skills Centre officially opens - <https://www.greaterlincolnshirelep.co.uk/whats-new/digital-skills-centre-officially-opens-thanks-to-the-lep/>

Government Funding secures future of University Campus -

<https://www.greaterlincolnshirelep.co.uk/whats-new/government-funding-secures-future-of-university-campus/>

LEP Leaders brief the PM on Local Industrial Strategies -

<https://www.greaterlincolnshirelep.co.uk/whats-new/lep-leaders-brief-the-prime-minister-on-local-industrial-strategies/>

Heritage Conference at Doddington Hall - <https://www.greaterlincolnshirelep.co.uk/whats-new/heritage-conference-at-doddington-hall/>

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£1m Government Funding opens up Enterprise Park Land -

<https://www.greaterlincolnshirelep.co.uk/whats-new/1m-government-funding-opens-up-enterprise-park-land/>

Team Lincolnshire deepens London Business Links -

<https://www.greaterlincolnshirelep.co.uk/whats-new/team-lincolnshire-deepens-london-business-links-at-lunch/>

Help for Employers to attract talent to Lincolnshire -

<https://www.greaterlincolnshirelep.co.uk/whats-new/help-for-employers-to-attract-talent-to-lincolnshire/>

Support on offer for Foreign-Owned Businesses -

<https://www.greaterlincolnshirelep.co.uk/whats-new/support-on-offer-for-foreign-owned-businesses/>

First workshop for Health and Care Enterprise Board -

<https://www.greaterlincolnshirelep.co.uk/whats-new/first-workshop-for-health-care-enterprise-board/>

Grantham's University Centre moves closer - <https://www.greaterlincolnshirelep.co.uk/whats-new/granthams-university-centre-moves-closer/>

Work starts on crucial £8m Humber Link Road -

<https://www.greaterlincolnshirelep.co.uk/whats-new/work-starts-on-crucial-8m-humber-link-road/>

Banging the drum for Greater Lincolnshire at MIPIM -

<https://www.greaterlincolnshirelep.co.uk/whats-new/banging-the-drum-for-greater-lincolnshire-at-mipim/>

LEP appoints new Board Director to lead its Digital Strategy -

<https://www.greaterlincolnshirelep.co.uk/whats-new/lep-appoints-new-board-director-to-lead-its-digital-strategy/>

Local Industrial Strategy will transform Greater Lincolnshire's Economy -

<https://www.greaterlincolnshirelep.co.uk/whats-new/local-industrial-strategy-will-transform-greater-lincolnshires-economy/>

Top Tips for Investing in Lincolnshire - <https://www.greaterlincolnshirelep.co.uk/whats-new/top-tips-for-investing-in-lincolnshire/>

Brexit Guide - <https://www.greaterlincolnshirelep.co.uk/whats-new/brexit-guide/>

2 Growth Deal Performance – Amber

LEP Board Lead – Ursula Lidbetter, LEP Exec Lead – Halina Davies

A detailed breakdown of year end performance will be discussed at the Investment Board on 29th march, and reported to the May 2019 LEP Board.

3 Growing Places Fund – Green

LEP Board Lead – Ursula Lidbetter, LEP Exec Lead – Cathy Jones

Investment Board approved an Expression of Interest for a new loan to CATRA RE for a site in the centre of Boston in January and invited the applicant to submit a full application which is expected in May.

4 Feasibility Funding - Green

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LEP Board Lead – Ursula Lidbetter, LEP Exec Lead – Cathy Jones

Funding will begin to be scoped, pending confirmation of the LEP project pipeline

5 Skills – activity ongoing

LEP Board Lead – Herman Kok, LEP Exec Lead – Clare Hughes

European Social Fund (ESF)

A number of ESF projects are coming to an end on 31st March 2019 and in anticipation of this we agreed to "opt-in" to a second stage of match funding from the Education and Skills Funding Agency which allows us to co-commission 4 new ESF projects. Procurement of 3 of these projects (by the ESFA) is complete and delivery is expected to begin on 1st April, until at least 31st July 2021

A separate report summarising the impact and reach of the current projects will be provided to the next LEP Board.

New projects:

Title	Contract Value	To Engage	Won by
Skills Support to the Unemployed 16+	£3,150,000	2077 jobseekers	People Plus
Support to NEET (Not in Employment, Education or Training) 16+	£1,620,000	1029	CLIP, Community Learning in Partnership
Skills Support to the Workforce (any age)	£7,200,000	3925	Hull College

Work Experience and Inspiration Workshop

Employment and Skills Board (ESB) member Simon Telfer of Branston Ltd hosted a workshop on behalf of the ESB in February. The workshop was attended by Year 10 and 12 pupils, careers leads and teachers as well as employers. The aim of the session was to understand the barriers that each group face around work experience or any kind of work inspiration. One of the largest barriers to young people and schools was knowing the names of local business and the right person to contact. Full recommendations will be available shortly.

Working with Schools - Enterprise Coordinators

An Enterprise Coordinator meets with secondary schools in a LEP area and links them up with an employer who will help them to think about working with employers. The LEP's first EC attended the last LEP Board meeting. Two more EC's are currently being recruited so that all secondary mainstream schools in Lincolnshire will have access to an EC. For businesses to volunteer to work with schools in this way contact Liz.Draper-Smethurst@lincolnshire.gov.uk Tel: 07557 169914.

Activity will be captured monthly and reported to board in this paper going forward.

Activity	Target	Achieved	
		Cumulative (1st Oct 18 to date)	Since 25th January 19 to date
Establish Enterprise Adviser and Recruitment plan	30 April 2019		
Number of school visits	45	14	7
Number of EAN schools completed Compass	20	7	3

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Number of Schools completed Tracker	20	3	3
Number of schools signed MoU	20	6	4
Number of employer 1-1 sessions	20	4	3
Business networking events attended	5	3	2
Provider/stakeholder meetings/events attended	15	15	5
Potential Enterprise Adviser contacts	50	25	15
Number of Enterprise Advisers recruited	12-15	3	1
Number of schools matched to Enterprise Adviser	10	0	0
Number of schools meeting Benchmark 5	5	1	0
Number of schools meeting benchmark 6	5	1	0
Enterprise Adviser Network meetings	2	0	0
Schools signed up or in process of signing MoU:			
<ol style="list-style-type: none"> 1. Haven High Academy, Boston, 2. Banovallum School, Horncastle, 3. Priory City of Lincoln Academy, Lincoln, 4. De Aston School, Market Rasen, 5. Kesteven Sleaford High School, Sleaford. 6. Sleaford Carres Grammar, Sleaford 7. Skegness Academy 8. Boston High School 9. Gainsborough Academy 			
Other Activity			
<ol style="list-style-type: none"> 1. STEM project planned with Triton Knoll and NE Lincs EAN for schools Grimsby, Skegness, Boston. Will be a sustainable toolkit which STEM teachers are helping to devise based on their needs to promote STEM learning, STEM careers and Women in STEM. 2. Attended two day EC training in Leeds last month. 3. Joint working with LincHigher officers from NCOP (Remit to promote FE and HE opportunities including apprenticeships) in Lincolnshire schools and supported their recent Parental Engagement event in Skegness. 4. Assisted Richard Hughes, the CEC Education consultant in meeting with stakeholders to help build picture for the CEC Hub bid and Greater Lincolnshire Careers Network. 5. Supported World of Work Careers Event at Boston for Boston Schools on 14/2/19. An interactive Careers event run by STEM Ambassador Network and LincHigher attended by 1000 students and over 20 providers and businesses. 6. Three free events for schools in Gainsborough, Boston and Horncastle arranged with Commando Chef Mike Heaton on careers in the Royal Marines and in fitness industry, Healthy Eating and cooking 1/2/4 April. 			

Skills Spotlight

We have developed a new monthly skills newsletter to raise awareness of the wide range of initiatives that are taking place. Register on the LEP website for updates
<https://www.greaterlincolnshirelep.co.uk/get-updates/>

Career Hub Bid

LEP Directors may recall that last year we bid to secure some funding from the Career and Enterprise Company (CEC) for a Career Hub. A Career Hub aims to bring 20 – 40 schools together (either virtually or in a network) to increase performance across all of the Gatsby benchmarks. The CEC provides 100% funding for a Career Hub lead who will make sure the hub delivers what it sets out to. The first round was highly competitive and we were not successful at that time. A second round of funding has opened and the CEC has supported some LEPs, including our own, by providing 10 days of consultancy support to help develop the initial bid ideas. We have submitted a bid, and attended interview in London on 14th March. Funding is initially for one year only. Results are expected after Easter.

Paper 2 - Report from the Chair and the Chief Executive

In parallel to this LEP officers have been working in partnership with a number of organisations involved in delivering advice to schools on careers education to develop a framework for working together.

6 ESIF – Green

LEP Board Lead – Pat Doody, LEP Executive Lead – Susannah Lewis

European Regional Development Fund – Following the closure of the November 2018 call, projects requesting over £11.6 million grant have been asked to come forward to full application stage. These projects include the Advanced Engineering R&D Centre; SMART Lincs, focused on innovative SMART infrastructure technology; the continuation of successful business support schemes all linked to the Growth Hub and environmental/biodiversity improvements to the Lincoln Western Growth Corridor.

We have committed over 85% of our overall ERDF allocation to Greater Lincolnshire projects. We have now been told that a further local call is more likely to be Spring/Summer 2019 where we would hope to commit any remaining unallocated funds. MHCLG have offered to do a local workshop with technical assistance staff specifically focused on Priority Axis 5 Promoting climate change adaptation, risk prevention and management which is an area where nationally and locally it has been difficult finding schemes that fit with local strategic priorities and that meet ERDF eligibility criteria. It is still anticipated that further national calls may then be announced to take up underspends nationally but this is yet to be confirmed.

European Agricultural Fund for Rural Development - Our LEADER programmes are still closed to new applications (as at 1st September 2018) but as the assessment process has taken place, a number of projects have been withdrawn (often due to planning/match not being in place). Lincolnshire LEADER Local Action Groups are currently discussing whether we open with a short call window to take up any recently unallocated funds. If this is agreed, calls and any specific call criteria will be publicised on the Greater Lincolnshire LEP website.

A decision has not been reached about when the second round of the Countryside Productivity small grant will be launched. It was originally anticipated to be early this year but the Rural Payments Agency now think that it looks like it will be at least May 2019 until this is announced.

European Social Fund – There was an uplift to the LEP allocation from £45m to £47.5m, due to exchange rate re-evaluation. The majority of this programme has been allocated to opt in partners to deliver. The first tranche of the £18.1m allocated within the programme will be coming to an end over the next 6 months. Extensions to certain ESFA contracts have also been made to this tranche, to allow for extended delivery.

We are now in the process of looking at how we manage the rest of the LEP allocation. We have, since the last ESIF Committee meeting, entered into discussion with the Federation of Lincolnshire Colleges, North Kesteven District Council, and Lincoln College to explore different lines of enquiry. We are also following up an opportunity flagged up through the Managing Agent, and the National Lottery Community Fund (BLF). We would be looking to develop a set of Direct Bid calls for ESF in June, if the discussion go well.

7 Greater Lincolnshire Delivery Programmes

Team Lincolnshire – Green

Paper 2 - Report from the Chair and the Chief Executive

Team Lincolnshire – The recent focus has been to concentrate on a number of key messages to promote the area; focusing on facts such as property prices overheating in the South East, rent and land values ever increasing and companies and investors looking for opportunities elsewhere – where they can gain healthier returns and possibly face less risk for their investment.

Over 80 guests including Team Lincolnshire members and key contacts from London and the South East attended the networking lunch in London on 18th February. The keynote speaker was Liam Scully, Chief Executive of Lincoln City Football Club – one of the newest Team Lincolnshire members. In his presentation, Liam provided an insight into the meteoric rise of Lincoln City FC and the economic impact it is having on our region.

Team Lincolnshire attracted 22 sponsors to support our presence at MIPIM in March. The team hosted a number of events including our famous Lincolnshire Brunch at the Grand Hotel on Wednesday 13th March as well as participating in events within the Midlands UK Pavilion. A fuller update on this activity will be available for the May board.

Business Lincolnshire - Green

LEP Board Lead Prof Mary Stuart LEP Executive Lead Samantha Harrison

We continue to receive excellent feedback from the High Growth Scale Up Programmes and continue to plan additional activity for this group. We are now able to offer additional support in the form of DISC personality profiling and Digital Marketing Transformation and Strategy as well as the PR workshop that will develop their abilities to work with media organisations to tell their good news stories and raise the profile of their respective businesses. We are considering how best to keep the ever growing alumni community in contact with each other, to maintain the benefits of the peer to peer connections. We will continue to monitor the results of the programmes over the coming months.

The team are focussed on the delivery of two high profile events in March – the Manufacturing Conference on 22nd March being held at Sleaford Quality Foods and the Visitor Economy Conference on 29th March at Doddington Hall and have started to develop early plans for a Digital Conference in November, on the theme of Digital Transformation. These larger events are in addition to a range of smaller workshop events that provide businesses with assistance on a wide range of topics.

Also at the end of March, is a high profile visit by the Governor of Hunan Province, China, which will coincide with a business matching event being organised by the Department of International Trade, to match Lincolnshire and wider East Midlands businesses with Hunan buyers. A Lincolnshire business that specialises in the manufacture of horticultural fertilisers, will be announcing an export agreement with Hunan Province as part of this delegation.

Following on from the 2017 Hotel Study, Business Lincolnshire has commissioned 2 studies, 1) Reviewing the existing pub accommodation, creating a development guide and running 2 pub accommodation develop workshops. 2) Greater Lincolnshire Pubs – Sites & Premises Study- including redundant pubs and disused historic buildings and investigation into heritage funding models.

Paper 2 - Report from the Chair and the Chief Executive

Our two current ERDF programmes continue to perform well. We are focussing for the next quarter on moving as many existing clients through the business support pipeline to maximise the project outputs, whilst we put plans in place to close the old project and commence the new one with a seamless transition. We are pleased to confirm that the new European bid for £5.28m for Phase 2 of our Growth Lincolnshire Business Support Programme has now been approved and we are just awaiting the Grant Funding Agreement from MHCLG. This programme will commence from 1st July and will extend the activity for a further 3 years. It includes advisory support, specialist advice, mentoring support, events activity and business growth grant funding.

The Board are asked to note that the Growth Hub is not reporting on updated figures for this board as reporting has now moved to a quarterly MI collection for BEIS and partners and so this will revert quarterly going forwards. Whilst there has been an increase in figures and activity since the previous report in January, this will not be reflected until after the end of March as the Board have already received data to the end of Dec 18 within the January report.

Inward Investment – Four FDI visits took place during January and February, one of these were to a new company that previously we had no relationship with. Two visits are currently scheduled to take place in March and both of these are companies we have not had a close relationship with in the past. Five FDI inward investment enquiries have been received during January and February 2019 and four of these have had potential sites put forward. In addition, throughout this period the LEP have been made aware of five potential expansions/investments by indigenous FDIs. Lebus Upholstery based in Scunthorpe who are part Dutch owned specialise in making suites and chairs for the retail industry. They currently make 1900 suites a week and have 486 FTE permanent staff. Customers include SCS, Oak Furniture Land, Argos, Easy Living, Harvey Norman and 50+ independent companies. The company invested £1.5m in 2016/17 and took on a further 40 people. A further £1.6/7m has been invested over the last 2 years on equipment and they will be investing a further £1m this year in a third Italian wood cutting machine. In addition they would like to create a mezzanine to reconfigure their lines and make a dedicated area for their apprentices. This is likely to bring further job creation.

Paper 3

Online Budget & Delivery Plan – Joint report from the LEP Secretariat and the Accountable Body

1 Recommendations

- 1.1 This report provides Board Directors of the Greater Lincolnshire LEP with an outline budget for the financial year 2019/20 and recommends that the LEP Board approves the outline budget as presented, subject to the Delivery Plan being approved in May 2019.
- 1.2 Approve the transfer of £209,894 from LEP Retained reserves for in year spend.
- 1.3 Duncan and Toplis be appointed as the LEP's external Auditors for year end 2019/20.

2 Background

- 2.1. The budget for the financial year 2019/20 is attached for consideration. The budget is set to enable delivery of the Local Industrial Strategy and the Strategic Economic Plan objectives and the Local Growth Fund Programme. Forecasted income is expected to be £675,000, plus £250,000 in-kind match, interest generated of £40,131 and with a draw on reserves of £209,894, making a total income of £1,100,025. The £675,000 is made up of £500,000 core funding, 75,000 Skills Advisory Panel Funding, and an assumption that only £100,000 will be released by Government for capacity to implement the LEP Review due to unresolved geography. Should additional funding be released in year, proposals would be brought back to the LEP Board for a Deputy Chief Executive position to build further capacity within the team to prepare for the LIS, Stronger Towns and UKSPF.

The forecasted expenditure is £1,100,527 including £250,000 matched expenditure. The planned draw down on reserves is expected to be £209,894, and this will increase the number of Enterprise Co-ordinators to 3 across Greater Lincolnshire, and recruit a Skills Delivery post within the LEP Team.

In terms of current staffing, the LEP Team consists of a Chief Executive (1 FTE RC), a Skills Lead (1FTE CH), a LEP Officer (1FTE KS), a Policy Director (0.2 FTE LS) Programme Manager (1 FTE HD), a PA (1FTE SG), a Policy and Research Manager (1 FTE JB), a Housing advisor (0.6 FTE CJ), and Project Officer (0.6 FTE LS). Total of 7.4 FTE, each of these posts is matched by LCC. Project Staff consists of 1 FTE Enterprise Co-ordinator. The proposals within the outline budget would increase the FTE to 8.4 FTE with the additional of a Skills Delivery Post (already agreed by the LEP Board), and 2 further Enterprise Co-ordinators. Clarity on the cash match towards the two additional Enterprise Co-ordinators is still required.

LEP's are also required to prepare delivery plans for the financial year, and agree these with both local partners and the Cities and Local Growth Unit by the end of May 2019. The delivery plan focuses on the LEP programme of activities and projects and will include our strategic objectives, project forecasts and milestones for the year ahead, and details on our wider activity and influencing/partnership working role. Therefore the budget presented to the LEP board is outline, and subject to the view of the LEP Board on the Delivery Plan. **MS HD anything to add here.**

Paper 3

Online Budget & Delivery Plan – Joint report from the LEP Secretariat and the Accountable Body

Ongoing monitoring - The Finance and Audit committee and the Accountable Body will continue to play a key role in overseeing the budget, and keeping the Board informed quarterly. This includes monitoring income and expenditure on an ongoing basis, adjusting forecasts accordingly, challenging spend and championing future sustainability through increased income and expenditure savings.

It is proposed that the budget is managed within the following approval levels in line with the proposed scheme of delegation.

Area of Responsibility	LEP Board	F and A	Chief Executive
Approval of Operational Budget (including Core, Capacity, Utilisation of Interest etc)	X		
Day-to-day management of Operational Budget as per outline budget			X
New Revenue budget approvals above £25,000	X		
New Revenue budget approvals below £25,000			X
Approval of virements between income and expenditure categories larger than £100		X	
Monitoring of Budget and reporting to the LEP Board		X	

3 Report from the Accountable Body

3.1 A report on the position on Year End spend for Core Funding will be brought to the May 2019 LEP Board Meeting, and overall the LEP remains on forecast for spend.

A report on the position with Single Local Growth Funding will also be brought to the May2019 LEP Board and the programme remains on track utilising freedoms and flexibilities.

The Greater Lincolnshire LEP Finance and Audit committee met in February and discussed the audit plan for the forthcoming year-end financial audit. The Audit plan recommended to the LEP Board is as follows:

The External auditor is to :-

Carry out such work as is necessary to form an opinion as to whether:-

- The accounts are properly kept: and
- the annual financial reports:
 - I. are prepared in accordance with the requirements of the funding

Paper 3

Online Budget & Delivery Plan – Joint report from the LEP Secretariat and the Accountable Body

II. represent fairly the results of the operations and cash flows for the financial year and the financial position of the GLLEP as at 31st March 2019.

include in his or her report any matters identified during the audit procedures such as:-

- any significant adverse trends in the financial position or financial management practices
- any material irregularities in the LEP's accounting management
- any weaknesses in the internal controls operation in particular those listed in the grant determination agreement and any subsequent requirements as advised by government.

Audit Methodology and Approach

The auditor is to provide the GLLEP with:-

- a general outline of his/her methodology. This may include proposed analysis and review of internal controls and the extent to which these controls lead to the reliance of the Accountable body's administration and financial systems to produce accurate financial reports.
- A plan of the audit work
- A report on any matters arising from the audit

Critical Matters to be Audited

The audit should focus on but not be limited to:

- A review activity for the 12 month period 18/19
- Determine if revenues are reasonable and are properly controlled and appropriately recorded
- Review project accounts expenditure and determine if they are compliant with LCC policies, grant agreements and financial regulations
- To ensure that the organisation properly and effectively discharges its responsibilities with regards to financial management.
- Undertake a systems process walkthrough on the Lincoln Transport Hub Growth Deal Project.

4 Audit Appointment

- 4.1 Since the Meeting, the auditors Streets, have declared they have a third party conflict of interest in undertaking our External audit work. The LEP Secretariat have therefore sought additional quotes to undertake the audit this year, with Duncan and Toplis being considered the Best Value. Under the Mem and arts for the company, we have been advised that the appointment of auditors is a Board function, and therefore the following recommendation should be considered.
- 4.2 That Duncan and Toplis be appointed as the LEP's external auditors for the year end 2018/2019.
- 4.3 The draft Financial Statement will be presented to the Finance and audit Committee in early May and subject to any adjustments will recommend that they are approved by the board at the July board meeting and AGM.

Paper 3.1 – Outline Budget Sheet

SUMMARY Budget for the Greater Lincolnshire LEP FY 2019/2020

<u>BUDGET AREA</u>	<u>Code</u>	<u>Sub-headers</u>	<u>Income</u>		<u>Expenditure</u>	
LEP CORE	L11127	CORE FUNDING	£	500,000.00		
LEP CORE 2	L11127	Capacity Funding *(unknown)	£	100,000.00		
LEP Executive (staffing)						
	L11127	Core (permanent staff)			£	184,329.60
	L11127	Project posts			£	93,070.00
	L14353	Enterprise Co-ordinators			£	105,500.00
	L11127	Staff sundries			£	15,500.00
		CEC Match (YR1)	£	68,754.00		
		CEC LEP reserves	£	20,250.00		
		LEP Reserves G10 Skills Post	£	45,890.00		
					£	398,399.60
Company Costs						
	L11127	Company (board/ insurances)			£	13,700.00
	L11127	Governance review			£	20,000.00
	L11127	Independent domain (legal personality)			£	3,288.00
					£	36,988.00
Operational costs						
	L11127	Subscriptions			£	27,000.00
	L11127	Ongoing supplier delivery			£	163,960.00
	L11127	Targetted activity (contributions)			£	25,000.00
	L11127	Strategy/ policy development			£	192,000.00
	L11127	Sector Development			£	12,000.00
	L11127	Misc			£	5,000.00
	L11127	Operational Fund			£	-
					£	424,960.00
	L14385	SAP	£	75,000.00		
	L11127	Match funding (Non-cash income)	£	250,000.00	£	250,000.00
	L11127	Estimated Interest generated	£	7,000.00		
			£	1,066,894.00	£	1,110,347.60
Growth Deal Grants						
	L13926	GROWTH DEAL				
		Estimated Interest generated	£	33,131.00		
Other						
		Other				
Est Accountable body Costs						
					£	85,000.00
			£	95,322.60		
Sub Total			£	1,195,347.60	£	1,195,347.60
LEP RESERVES						
	N/A	RESERVES (draw down 2019-20)	income		exp	
	L14353	Enterprise Co-ordinator Programme	£	20,250.00		
	L14353	CEC funding	£	68,754.00		
	L14385	SAP	£	75,000.00		
		LEP Reserves G10 Skills Post	£	45,890.00		
		Reserve drawdown balance	£	95,322.60		
			£	305,216.60		

Paper 4.0 LEP Review Implementation

1 Recommendations for the LEP Board

- Note the progress in achieving the areas of the LEP Review
- Agree the roles and responsibilities for the LEP Chair, LEP Deputy Chairs, LEP Chief Executive, S141 Officer and the Accountable Body.
- Upon recommendation from the Appointments committee agreed to seek a new private sector deputy chair from the existing membership to replace the current Deputy Chair retiring in September 2019 and appoint a Public Sector Deputy Chair from within the existing membership after the forthcoming local elections.
- Agree the revised Articles of Association for Greater Lincolnshire Local Enterprise Partnership Limited and delegate any minor amendments to be signed off by the Chair and one other public sector director.

2 Background

The Government published the Strengthening LEP Review in July 2018 and Greater Lincolnshire LEP submitted its implementation plan to Government on 31st October 2018. MHCLG responded to the implementation plan on 19th December and this letter is attached at Paper 4.1.

3 Review Implementation

The actions for the Greater Lincolnshire LEP are summarised below, they are classed as Red, Amber and Green. All other areas of the LEP review such as Legal Personality, appointment of Chairs etc are not included in this report as the LEP is already compliant.

LEP Geography and Collaboration (Amber) - A verbal update will be given on the current position on resolving the overlap between Greater Lincolnshire and Humber.

The main focus of collaboration currently has been exploring options with the Humber LEP, both formal and informal, and exploring collaboration on strategy programme and project alignment.

An initial meeting has taken place between Greater Lincolnshire and GCGP to agree the terms of an MOU between the two LEPs. Greater Lincolnshire has sought clarification on existing programmes that were being supported through GCGP. A next steps meeting with Rutland County Council was also held last week.

4.3 Board Actions

Appointment of a Private sector Deputy Chair (Green) - the current deputy chair is from the private sector. The role of the Deputy Chair is within this Board pack for approval. The Appointments Committee are recommending to the LEP Board that a replacement private sector deputy chair be sought via nominations from the existing membership and that after the local elections, a public sector deputy chair would also be sought from the LEP Board. This process would start in May 2019.

Increase Private Sector representation (Green) - the target within the LEP Review is at least 2/3rd (66%) of Board must be representatives of the private sector by 28th

Paper 4.0 LEP Review Implementation

February 2020. The current level of private sector Directors is 12 out of 18; therefore we have met the target of 66% private sector.

Gender Balance (Green) - the target within the LEP Review is 1/3rd, 33% by 28th February 2020. The current number of females on the Board is 33%, ie, 6 out of 18 directors; therefore we have met this target.

Set out procedures for increasing board diversity (Green) - the policy statement on equality and diversity has been refreshed in line with the National Assurance Framework and is within the Board pack for approval today. Dean Fathers has been appointed as the Board Champion for Equality and Diversity, and his role is to champion, report and suggest improvements.

Board approval to the roles and responsibilities (Green) of the Chair, Deputy, Chief Executive, Accountable Body and S151 Officer and including these in a revised Local Assurance Framework. These are for approval today in the Board pack.

Independent Secretariat (Green) -The Chief Executive of the LEP's job description has been amended to reflect that the states that the post takes direction from the LEP Board. A SLA will need to be prepared to support this change.

4.4 Scrutiny Arrangements

Agreement to Scrutiny Arrangements with the Accountable Body (Green) To ensure that the operation of LEPs is subject to external scrutiny and expert oversight, the LEP should establish mechanisms to participate in local authority scrutiny through, for example, attending local authority scrutiny sessions or establishing a special purpose joint local authority scrutiny committee.

The GL LEP Director attends Lincolnshire County Councils' Scrutiny Committee sessions regularly, and by invitation to other scrutiny panels across Greater Lincolnshire. The LEP Chair attends the Greater Lincolnshire Leaders Group at least quarterly, and the LEP Director attends by invitation the LA Chief Executives meetings. This arrangement has been agreed with the Accountable Body and is compliant with the National Assurance Framework. When the overlap is resolved, enhanced scrutiny arrangements will be agreed with the LEP Board and the Accountable Body.

Additionally, the Accountable Body's internal audit plan will reflect LEP risks and audit requirements as well as the LEP's external audit requirements.

5.0 Articles of Association

The Greater Lincolnshire LEP has been a company limited by guarantee since 2015, thus being compliant with the LEP review legal personality test. There have been no changes to the Articles since this time. It is a dormant company, in that there are no transactions, no contracts are entered into and there are no employees.

The revised articles are attached to this paper as 5.2. The revisions that have been made, have been designed to simply the articles, bring them up to date with current

Paper 4.0 LEP Review Implementation

law, and method of operation for the LEP, and to be compliant with the LEP Review, and the National Assurance Framework.

The summary of the changes are as follows:

- Re-ordering the articles into easier to read sections
- Separating out the membership and directors of the company
- Remove the eligibility criteria for company members with a separate policy of the criteria with the appointment of new member organisations to the LEP Board of Directors
- Reduced the number of Members needed for quorum at a general meeting (from 9 to 5)
- Amended the members written resolution quorum to be approved by at least one Public Sector member
- All directors can be removed as directors if they breach the Code of Conduct and set out the process for this
- Add in that any Director that has been removed cannot reapply
- Addition of two deputy chairs, one private and one public, in the absence of the chair, the deputy private sector chair will chair the meetings
- Addition of board diversity champion
- Substitutes can attend board meetings as observers but are not eligible to vote
- Reduced the quorum necessary for Directors meetings from 6 to 3

Not within the articles, but observers at Board meetings will be asked to sign a code of conduct.

5.1 The Articles dictate that the constitutional change is required to be taken to a company members' vote and therefore we are enacting a timetable as follows:-

- | | |
|---|-----------------------------|
| • Draft of Articles to be approved at the LEP Board | 29 th March 2019 |
| • Comments from Directors | 5 th April 2019 |
| • Notice issued for EGM and circulation of Articles | 12 th April 2019 |
| • EGM and company approval of Articles | 29 th April 2019 |

Directors will have until 5th April to feed in any comments on the refreshed articles of association.



Ministry of Housing,
Communities &
Local Government

Apex Court
City Link
Nottingham
NG2 4LA

www.gov.uk/mhclg

19 December 2018

Ruth Carver
LEP Director
Greater Lincolnshire LEP
Lancaster House
36 Orchard Street
Lincoln
LN1 1XX

Dear Ruth

Implementation Plan and National Assurance Framework

Thank you for the work over the past several months in responding to the recommendations of the LEP Review.

As Stephen said at the LEP Network, the government has indicated that it will make further capacity funding available in 2018-19 to LEPs in order to fund the implementation of the LEP Review and to begin development of your Local Industrial Strategy.

I can confirm that whilst we recognise that you have made progress towards settling your geographical overlaps, I am not able to release the full amount of additional capacity funding to Greater Lincolnshire LEP until such time as the overlap is finally resolved. I am, however, able to confirm that £100,000 in additional capacity funding has been allocated to you. This was transferred to your accountable body on Friday 14 December in order to fund the implementation of the LEP Review and the development of your Local Industrial Strategy. This is in recognition of the efforts you have made to seek a resolution to date.

We have considered your implementation plan in detail and you should continue to implement that plan notwithstanding the overlap issue.

You should, however, pick up the following in further detail with Pete Holmes:

- 1) Board Recruitment:** the completion of the recruitment exercise, the appointment of a private sector deputy chair, increase private sector representation and improving your gender balance. We recognise your commitment to improving the gender representation on your LEP Board. There must be consistent and publicly-outlined processes to enable effective recruitment to help increase board diversity. With this in mind, please continue with your work striving towards having equal representation of men and women by 2023.

2) Roles and Responsibilities: Board approval to policies documenting the roles and responsibilities of the Chair, Deputy, Director and Accountable Body and including these in a revised Local Assurance Framework.

3) External Scrutiny: Board approval to enhanced scrutiny arrangements (see below).

I also want to thank you for the feedback you have given as we renew the National Assurance Framework. As part of that, I now want to use this opportunity to provide some further clarifications to what we said in *Strengthened Local Enterprise Partnerships* following queries that have arisen since.

Gender representation

In *Strengthened Local Enterprise Partnerships* we set out ambitions for LEP Boards to improve their gender balance aiming for equal representation of men and women by 2023 and aim for a minimum of a third women's representation on boards by 2020. I can confirm that these expectations relate to the *entire* LEP board and not just the private sector portion of the board.

LEP Chair limits

LEP Chairs should hold the position for a period of 3 years with an optional 3 year extension. In exceptional circumstances, this could be extended for a further 3 years meaning a maximum tenure of 9 years as Chair.

Deputy Chairs

Whilst there is no *requirement* that a Deputy Chair must be a private sector board member, it is our view that a private sector Deputy Chair would be beneficial in ensuring the LEP speaks with a business voice and help with succession planning.

Chief Executive

The Chief Executive, as a minimum, should report exclusively to the LEP and be under the direction of the LEP Board. The Chief Executive should therefore be employed by:

- The LEP itself as a company.
- Seconded to the LEP. Where a Chief Executive is seconded from a Local Authority they must have a clear contract which states that they act independently of Local Authority.
- Employed by the Local Authority, but with a clear Service Level Agreement or contract which specifies that they report exclusively to the LEP.

I understand you share premises with Lincolnshire County Council, the LEP's Accountable Body. Over the coming months, I encourage the LEP to bring forward effective proposals to meet the independent secretariat recommendation in the review.

Scrutiny and audit

To ensure that the operation of LEPs is subject to external scrutiny and expert oversight, you should establish mechanisms to participate in local authority scrutiny through, for example, attending local authority scrutiny sessions or establishing a special purpose joint local authority scrutiny committee.

Advertising Chair vacancies

It is for each individual LEP to decide on its process for advertising vacancies widely and evidencing that they have consulted the business community within this process. We expect all posts to be advertised externally and not restricted to members of the existing LEP board. The government has created a mechanism to allow for Chair and Deputy Chair vacancies to be listed on the Centre for Public Appointments website. You should contact your Cities and Local Growth Unit Area Lead in the first instance to receive further information on how to advertise vacancies on this website.

Local Industrial Strategy

As Stephen mentioned at the LEP Network meeting on 27 November, I am pleased to confirm that Government will begin working closely with all remaining Mayoral Combined Authorities and Local Enterprise Partnerships to develop Local Industrial Strategies from the new year. You may have seen the recent announcement.

In terms of next steps:

- I will be in touch in the new year to discuss taking this forward.
- An evidence pack will be available shortly to LEPs which will help you with the evidence gathering stage.
- We will continue to work with partners including the What Works Centre for Local Economic Growth and the Local Government Association to provide support throughout 2019. We will be sharing further details on this support shortly.

Finally, to reconfirm, this year's performance reviews will be based on the existing National Assurance Framework that was published in 2016 with additional requirements following the Mary Ney review which are outlined in the Annual Performance Review guidance. LEPs will need to be compliant with the new National Assurance Framework by April 2019 in order to receive funding in the 2019/20 financial year.

Many thanks once again for your efforts in implementing these important strands of work. I am confident that it will put LEPs in a strong position as we look forward towards the development of ambitious Local Industrial Strategies and as we look to consult on a new UK Shared Prosperity Fund.

Yours sincerely,



Rowena Limb

Area Director, Cities and Local Growth Unit

Articles of Association
GREATER LINCOLNSHIRE LEP LIMITED
COMPANY LIMITED BY GUARANTEE
COMPANY NUMBER: 09223395
ARTICLES OF ASSOCIATION



INTERPRETATION, OBJECTS AND LIMITATION OF LIABILITY

1. Preliminary

The Articles contained in Schedule 2 of the Companies (Model Articles) Regulations 2008 (SI 2008/3229) are excluded and shall not apply to the Company and these Articles alone shall constitute the regulations of the Company.

2. Operative clauses

2.1 In these Articles the following words and expressions shall have the following meanings:

"2006 Act"	the Companies Act 2006 as amended from time to time;
"Articles"	these Articles of Association of the Company as amended from time to time and a reference to an Article is a reference to the relevant article of these Articles unless expressly provided otherwise;
"Board"	the board of Directors of the Company from time to time;
"Chair"	the chair of the Board and of general meetings from time to time, appointed in accordance with Article 11.9;
"Clear Days"	in relation to the period of a notice means that period excluding the day when the notice is given or deemed to be given and the day for which it is given or on which it is to take effect;
"Company"	The Greater Lincolnshire LEP Limited as adopted with these Articles;
"Confidential Information"	shall mean (i) any information obtained by the Company from any other person and the disclosure of which to the public would constitute a breach of confidence actionable by that person or another person; or (ii) any information falling within the definition of confidential information contained in section 100(A)(3) of the Local Government Act 1972 as amended at any given time;

"Co-opted Director"	an individual appointed as such by the Directors in accordance with Article 20.8
"Deputy Chair"	each and any of the deputy chairs appointed in accordance with Article 21.2;
"Directors"	the directors from time to time of the Company or (as the context shall require) a duly quorate meeting of the Directors as appropriate;
"Director Code of Conduct"	the code of conduct in relation to the Directors issued from time to time by the Company;
"Disclosable Pecuniary Interest"	any interest which is a disclosable pecuniary interest under the law applicable to local authorities from time to time;
"District Councils"	Boston Borough Council; City of Lincoln Council; East Lindsey District Council; North Kesteven District Council; South Holland District Council; South Kesteven District Council and West Lindsey District Council;
"District Council Director"	a Director appointed from time to time in accordance with Article 20.6;
"Diversity Champion"	a Director nominated by the Directors from time to time in accordance Article 18.3 to encourage diversity and ensure that the Company is acting in line with its diversity statement;
"Electronic Address"	any address or number used for the purposes of sending or receiving documents or information by electronic means;
"Electronic Means" and "Electronic Form"	have the meaning given in section 1168 of the 2006 Act;
"Exempt Information"	any information which would be exempt information in respect of a local authority as defined in section 100I and Schedule 12A of the Local Government Act 1972 as amended at

	any given time;
"GLLEP Region"	the area of England consisting of the combined administrative areas of the Upper Tier Councils;
"Hard Copy Form"	has the meaning given in section 1168 of the 2006 Act;
"Local Authority" or "Authorities"	Lincolnshire County Council; North Lincolnshire Council; North East Lincolnshire Council and the District Councils;
"Local Authority Member"	a Member of the Company that is a Local Authority;
"Members"	such members as may be admitted to the Company from time to time in accordance with the Articles (or any of them as the context may require);
"Member's Representative"	a person nominated to act on behalf of a Member which is an organisation in accordance with Article 10;
"Objects"	the objects of the Company as stated in Article 3;
"Observer Code of Conduct"	the code of conduct in relation to observers of meetings of the Company issued from time to time by the Company;
"Private Sector Director"	a Director appointed from time to time in accordance with Article 20.4;
"Private Sector Entities"	an individual or organisation operating other than within the public sector to include for profit and not-for profit organisations including social enterprises;
"Private Sector Member"	a Member of the Company that is a Private Sector Entity;
"Public Sector Bodies"	any public sector bodies operating within the GLLEP Region other than the Local Authorities including further and higher education establishments, NHS commissioners and providers and central government departments and

	agencies;
"Public Sector Director"	a Director appointed from time to time in accordance with Article 20.7;
"Public Sector Member"	a Member of the Company that is a Public Sector Body;
"Small and Medium Enterprise Champion"	a Director nominated by the Directors from time to time in accordance Article 18.3 to champion small and medium enterprise businesses and their interests within the Local Enterprise Partnership and the local community;
"Statutes"	the Companies Acts as defined in section 2 of the 2006 Act and every other statute, order, regulation, instrument or other subordinate legislation for the time being in force relating to companies and affecting the Company;
"Substitute"	a substitute appointed from time to time in accordance with Article 27;
"United Kingdom"	Great Britain and Northern Ireland;
"Upper Tier Council"	Lincolnshire County Council; North Lincolnshire Council and North East Lincolnshire Council;
"Upper Tier Council Director"	a Director appointed from time to time in accordance with Article 20.5.

- 2.2 Unless the context otherwise requires, words or expressions contained in these Articles shall bear the same meaning as in the 2006 Act but excluding any statutory modification thereof not in force when these Articles become binding on the Company.
- 2.3 Where the word 'address' appears in these Articles it is deemed to include postal address and Electronic Address and "registered address" shall be construed accordingly.
- 2.4 The expression "business day" in relation to a period of notice means any day other than Saturday, Sunday and Christmas Day, Good Friday or any day that is a bank holiday under the Banking and Financial Dealing Act 1971 in the part of the UK where the Company is registered.
- 2.5 Any reference to "person" includes individuals, firms, partnerships, companies, corporations, associations, organisations, governments, states, foundations and any trusts (in each case whether or not having separate legal personality).

- 2.6 Words importing one gender only shall where the context so admits include all or any genders.
- 2.7 Unless the context otherwise requires the singular includes the plural and vice versa.
- 2.8 Headings in these Articles are used for convenience only and shall not affect the construction or interpretation of these Articles.
- 2.9 General words shall not be given a restrictive meaning because they are preceded or followed by words indicating a particular class or example of acts, matters or things so any phrase introduced by the terms "including", "include", "in particular" or any similar expression shall be construed as illustrative and shall not limit the sense of the words preceding those terms.

3. Objects

The objects for which the Company is established is to fulfil the role within the GLLEP Region of a Local Enterprise Partnership in accordance with any statutory requirements or guidance from time to time including, without prejudice to the generality of the foregoing, to:

- 3.1 develop an evidence-based local industrial strategy that identifies local strengths and challenges, future opportunities and the action needed to boost productivity, earning power and competitiveness across the area;
- 3.2 identify and develop investment opportunities; prioritising the award of local growth funding; and monitoring and evaluating the impacts of its activities to improve productivity across the local economy;
- 3.3 using its convening power, for example to co-ordinate responses to economic shocks; and bringing together partners from the private, public and third sectors; and
- 3.4 collaborating with a wide range of local partners to act as an informed and independent voice for the GLLEP Region.

4. Powers

[In pursuance of the Objects, but not further or otherwise, [the Company has the power to []]:

5. Application of income and property

- 5.1 Subject to the provisions of this Article the income and property of the Company shall be applied solely towards the promotion of the Objects.
- 5.2 No portion of the income or property of the Company shall be paid or transferred, directly or indirectly, by way of dividend, bonus or otherwise howsoever by way of profit to the Members, provided that nothing in these Articles shall prevent any payment in good faith by the Company:
 - 5.2.1 of reasonable and proper remuneration to any employee, worker, consultant or other service provider of the Company for any services rendered to the Company;
 - 5.2.2 of interest or capital in respect of money lent by any Member;
 - 5.2.3 of reasonable and proper rent or licence fee for any premises demised, let or licensed by any Member or Director; and

5.2.4 to any Director of reasonable out of pocket expenses properly incurred in connection with the business or undertaking of the Company.

6. Winding up

On the winding-up or dissolution of the Company, after the satisfaction of all its debts and liabilities, any assets or property that remains available to be distributed or paid shall not be paid or distributed to the Members but shall be gifted to one or more organisations that have a similar objects to those of the Company. Such body to be determined by resolution of the Members at or before the time of winding up or dissolution and, subject to any such resolution of the Members, may be made by resolution of the Directors at or before the time of winding up or dissolution.

7. Liability of Members

The liability of each Member is limited to £1, being the amount that each Member undertakes to contribute to the assets of the Company in the event of its being wound up while he is a Member or within one year after he ceases to be a Member, for

- 7.1 payment of the Company's debts and liabilities contracted before he ceases to be a Member;
- 7.2 payment of the costs, charges and expenses of the winding up; and
- 7.3 adjustment of the rights of the contributories among themselves.

MEMBERS: BECOMING AND CEASING TO BE A MEMBER

8. Membership

8.1 Subject to the provisions of these Articles, the Members shall be those individuals or organisations registered at the date of adoption of these Articles in the register of members of the Company together with such other Local Authorities, Public Sector Bodies and Private Sector Entities as shall:-

8.1.1 apply to the Company to be a Member using the application process approved by the Directors; and

8.1.2 be approved by the Directors and admitted to membership from time to time in accordance with these Articles.

8.2 The Directors may in their absolute discretion accept or decline to accept any application for membership and need not give reasons for doing so.

8.3 Membership shall not be transferable save that where a Local Authority Member or Public Sector Member shall cease to exist as a local authority or as a Public Sector Body its statutory successor shall automatically become a Member (save where such statutory successor provides written notice to the Company that it does not wish to become a Member).

8.4 Every individual or organisation which wishes to become a Member shall deliver to the Company an application for membership in such form as the Board requires to be executed by it agreeing to be bound by these Articles. Upon being admitted to membership a Member shall be entered in the register of members of the Company.

9. Termination of Membership

- 9.1 A Member shall cease to be a Member in the event of:
- 9.1.1 such Member giving written notice to the Company of its resignation to take effect on receipt by the Company of the notice of resignation or if later the date stated in the notice;
 - 9.1.2 such Member's death, being an individual or, if it is an organisation (subject to Article 8.3), it ceases to exist;
 - 9.1.3 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 in any jurisdiction; or
 - 9.1.4 save in respect of [] the Member is removed from membership by a resolution of the Directors that it is in the best interests of the Company that the membership is terminated.

10. Corporate Members

- 10.1 Any Member that is an organisation may nominate a single individual to act as its representative at any general meeting of the Company.
- 10.2 The Member must give written notice to the Company of the name of its Member Representative. The Member Representative shall not be entitled to represent the Member at any meeting which the Member is entitled to attend unless the notice has been received by the Company at least one business day prior to the relevant meeting.
- 10.3 The Member Representative may continue to represent the Member until written notice to the contrary is received from the Member by the Company or the Member ceases to be a Member and a Member that is an organisation may change the identity of its Member Representative at any time by giving notice to the Company in accordance with this Article 10.
- 10.3 Any notice given to the Company will be conclusive evidence that the Member Representative is entitled to represent the Member or that his or her authority has been revoked. The Company shall not be required to consider whether the Member Representative has been properly appointed by the Member.

DECISION MAKING BY MEMBERS

11. General Meetings

- 11.1 The Company shall in each year hold a general meeting as its annual general meeting, and shall specify the meeting as such in the notice calling it. All general meetings shall be held at such time and place as the Board shall determine.
- 11.2 In the event that the Board do not call an annual general meeting pursuant to Article 11.1 within 15 months of the last annual general meeting the Members may call such annual general meeting to be held at such time and place as the Members shall determine.
- 11.3 Each notice calling an annual general meeting shall specify the meeting as such and each annual general meeting shall take place at such time and place as the Directors shall think fit.

- 11.4 The Board may call general meetings in addition to the annual general meeting. Upon the request of at least 25% of the Members the Board will call a general meeting in the terms of such request and Article 12.

12. Notice of general meetings

- 12.1 Subject to the provisions of the 2006 Act, all general meetings shall be called by at least 14 Clear Days' notice but may be called by shorter notice if it is so agreed in accordance with section 307(4) of the 2006 Act. The notice shall specify the time and place of the meeting and the general nature of the business to be transacted and, in the case of an annual general meeting, shall specify the meeting as such.
- 12.2 Notice of general meetings shall be given to all Members and where relevant the Member Representatives.
- 12.3 The accidental omission to give notice of a general meeting to, or the non-receipt of notice of a general meeting by, any person entitled to receive notice shall not invalidate the proceedings at that general meeting.
- 12.4 Every notice convening a general meeting shall be given in Hard Copy Form, Electronic Form or by means of a website and shall comply with the provisions of section 325(1) of the 2006 Act as to giving information to Members in regard to their right to appoint proxies.

13. Proceedings at general meetings

- 13.1 Subject to Article 13.2, no business shall be transacted at any general meeting unless a quorum is present. A quorum shall be constituted by 5 Members with at least one Public Sector Member and one Private Sector Member, in each case present in person or by proxy or by Member Representative.
- 13.2 If a quorum is not present within half an hour from the time appointed for a general meeting, the general meeting shall stand adjourned to the same day in the next week at the same time and place or to such other day and at such other time and place as the Directors may determine, and if at the adjourned general meeting a quorum is not present within half an hour from the time appointed the Members present in person or by proxy or by Member Representative entitled to vote upon the business to be transacted shall constitute a quorum and shall have power to decide upon all matters which could properly have been disposed of at the general meeting from which the adjournment took place.
- 13.3 The Chair (or a Deputy Chair in the absence of the Chair) shall preside as chair at every general meeting of the Company, or if there is no such Chair or a Deputy Chair, or if neither shall be present within 15 minutes after the time appointed for the holding of the general meeting, the Members present (in person, by proxy or by Member Representative) shall elect one of their number to be chair of the general meeting.
- 13.4 The Chair (or Deputy Chair in the absence of the Chair) may, with the consent of any general meeting at which a quorum is present (and shall if so directed by the general meeting), adjourn the general meeting from time to time and from place to place, but no business shall be transacted at any adjourned general meeting other than the business which might properly have been transacted at the general meeting had the adjournment not taken place.

14. Voting at general meeting

- 14.1 A resolution put to the vote of a general meeting must be decided on a show of hands unless a poll is duly demanded in accordance with the Articles.
- 14.2 Unless a poll is duly demanded, a declaration by the chair of the general meeting that a resolution has been carried or carried unanimously, or by a particular majority, or not carried by a particular majority and an entry to that effect in the minutes of the meeting shall, save in the case of manifest error, be conclusive evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against such resolution.
- 14.3 In the event of an equality of votes the chair of the meeting shall have a casting vote.
- 14.4 On a show of hands or on a poll, every Member, whether an individual or an organisation, shall have one vote..
- 14.5 A poll on a resolution may be demanded:
 - 14.5.1 in advance of the general meeting where it is to be put to the vote, or
 - 14.5.2 at a general meeting, either before a show of hands on that resolution or immediately after the result of a show of hands on that resolution is declared.
- 14.6 A poll may be demanded by:
 - 14.6.1 the Chair of the general meeting;
 - 14.6.2 the Directors;
 - 14.6.3 two or more persons having the right to vote on the resolution;
 - 14.6.4 a person or persons representing not less than one tenth of the total voting rights of all the Members having the right to vote on the resolution.
- 14.7 A demand for a poll may be withdrawn if:
 - 14.7.1 the poll has not yet been taken, and
 - 14.7.2 the chair of the general meeting consents to the withdrawal.

A demand so withdrawn shall not invalidate the result of a show of hands declared before the demand was made.
- 14.8 A poll demanded on the election of a Chair or on a question of adjournment shall be taken forthwith. A poll demanded on any other question shall be taken either forthwith or at such time and place as the Chair directs not being more than thirty days after the poll is demanded. The demand for a poll shall not prevent the continuance of a meeting for the transaction of any business other than the question on which the poll was demanded. If a poll is demanded before the declaration of the result of a show of hands and the demand is duly withdrawn, the meeting shall continue as if the demand had not been made.
- 14.9 No notice need be given of a poll not taken forthwith if the time and place at which it is to be taken are announced at the meeting at which it is demanded. In any other case at least seven Clear Days' notice shall be given specifying the time and place at which the poll is to be taken.
- 14.10 The result of the poll shall be deemed to be the resolution of the meeting at which the poll was demanded.

15. Written resolutions

- 15.1 Subject to Article 15.2, a written resolution shall be valid and take effect as if it had been passed at a general meeting of the Members duly convened and held where:
- 15.1.1 it has been executed by or on behalf of the requisite percentage of Members, and
 - 15.1.2 those who have executed such written resolution must include at least one Public Sector Member and one Private Sector Member.
- 15.2 Any such resolution shall be circulated to all the Members (and copied to the Member Representatives) in writing or by Electronic Form and shall be accompanied by a statement informing the Members how to signify their agreement to such resolution. A written resolution may consist of several instruments in materially the same form each executed by or on behalf of one or more Members.
- 15.3 A written resolution, proposed in accordance with section 288(3) of the 2006 Act, will lapse if it is not passed before the end of the period of 28 days beginning with the circulation date. For the purposes of this Article 15, "circulation date" is the day on which copies of the written resolution are sent or submitted to Members, or, if copies are sent or submitted on different days, the first of those days.
- 15.4 Subject to article 15.1.2, a written resolution of the Members passed in accordance with this article 15 shall have effect as if passed by the Members in a general meeting. A written resolution is passed:
- 15.4.1 as an ordinary resolution if it is passed by a simple majority of the eligible Members; or
 - 15.4.2 as a special resolution if it is passed by Members representing not less than 75% of the eligible Members. A written resolution is not a special resolution unless it states that it was proposed as a special resolution.
- 15.5 Where a resolution is proposed as a written resolution of the Company, the eligible Members are the Members who would have been entitled to vote on the resolution on the Circulation Date of the resolution.
- 15.6 Any resolution of the Members for which the Act does not specify whether it is to be passed as an ordinary resolution or as a special resolution shall be passed as an ordinary resolution.
- 15.7 A written resolution is passed when the required majority of eligible Members have signified their agreement to it. In the case of a Member that is an organisation, its Member Representative may signify its agreement.

16. Proxies

- 16.1 A Member is entitled to appoint a person as a proxy to exercise all or any of the Member's rights to attend and to speak and vote at a meeting of the Company.
- 16.2 Proxies may only be validly appointed by a notice in writing (a **proxy notice**) which:
- 16.2.1 states the name and address of the Member appointing the proxy;
 - 16.2.2 identifies the person appointed to be that Member's proxy and the general meeting in relation to which that person is appointed;

- 16.2.3 is signed by or on behalf of the Member appointing the proxy, or is authenticated in such manner as the Directors may determine; and
- 16.2.4 is delivered to the Company in accordance with the Articles not less than 48 hours before the time appointed for holding the meeting or adjourned meeting at which the right to vote is to be exercised and in accordance with any instructions contained in the notice of the general meeting (or any adjourned meeting) to which they relate.
- A proxy notice which is not delivered in such manner shall be invalid unless the Directors, in their discretion, accept the notice at any time before the meeting.
- 16.3 The Company may require proxy notices to be delivered in a particular form, and may specify different forms for different purposes.
- 16.4 Proxy notices may specify how the proxy appointed under them is to vote (or that the proxy is to abstain from voting) on one or more resolutions.
- 16.5 Unless a proxy notice indicates otherwise, it must be treated as:
- 16.5.1 allowing the person appointed under it as a proxy discretion as to how to vote on any ancillary or procedural resolutions put to the meeting; and
 - 16.5.2 appointing that person as a proxy in relation to any adjournment of the general meeting to which it relates, as well as the meeting itself.
- 16.6 A person who is entitled to attend, speak or vote (either on a show of hands or on a poll) at a general meeting remains so entitled in respect of that meeting or any adjournment of it, even though a valid proxy notice has been delivered to the Company by or on behalf of that person.
- 16.7 An appointment under a proxy notice may be revoked by delivering to the Company a notice in writing given by or on behalf of the person by whom or on whose behalf the proxy notice was given.
- 16.8 A notice revoking a proxy appointment only takes effect if it is delivered before the start of the meeting or adjourned meeting to which it relates.
- 16.10 If a proxy notice is not executed by the person appointing the proxy, it must be accompanied by written evidence of the authority of the person who executed it to execute it on the appointor's behalf.

17. Annual general meetings held in public

- 17.1 Subject to Articles 17.2 and 17.3 annual general meetings of the Company shall be held in public.
- 17.2 The public shall be excluded from the meeting during an item of business whenever it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during that item, Confidential Information would be disclosed to them in breach of the obligation of confidence.
- 17.3 The public may be excluded from the meeting by ordinary resolution of the meeting during an item of business whenever it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during that item, there would be disclosure to them of exempt information.

DIRECTORS

18. Number of Directors

- 18.1 Subject to Article 18.2, the number of Directors shall be not less than 16 but no more than 20 and shall include as follows:
- 18.1.1 up to three Upper Tier Council Directors appointed in accordance with Article 20.5;
 - 18.1.2 up to one District Council Director appointed in accordance with Article 20.6;
 - 18.1.3 up to two Public Sector Directors appointed in accordance with Article 20.7; and
 - 18.1.4 the balance shall be made up of Private Sector Directors appointed in accordance with Article 20.4 [being prominent businessmen and women from across the GLLEP Region and representing or possessing as far as reasonably practicable:
 - (a) the important industry sectors across the GLLEP Region;
 - (b) different sizes of business;
 - (c) for profit and social enterprise businesses; and
 - (d) links at a major level into business representative groups;
- 18.2 In addition to the Directors appointed in under Article 18.1, there may be appointed at any time up to five Co-Opted Directors, appointed in accordance with Article 20.8.
- 18.3 The Directors shall appoint a Private Sector Director as the as a Small and Medium Enterprise Champion. From time to time the Directors may decide to remove such person and to appoint a replacement.
- 18.4 The Directors shall appoint a Private Sector Director as the as a Diversity Champion. From time to time the Directors may decide to remove such person and to appoint a replacement.

19. Powers of Directors

- 19.1 Subject to the provisions of the Statutes and these Articles and to any directions given by ordinary resolution, the business of the Company shall be managed by the Board who may exercise all the powers of the Company for that purpose.
- 19.2 No alteration of these Articles or special resolution shall invalidate any prior act of the Board which would have been valid if that alteration had not been made or that direction had not been given.
- 19.3 The powers given by this Article 19.1 shall not be limited by any special power given to the Board by these Articles and a meeting of Directors at which a quorum is present may exercise all powers exercisable by the Board.

20. Appointment of Directors

- 20.1 Any person who is willing to act as a Director, and who is permitted by law to do so, may be appointed to be a Director by:
- 20.1.1 ordinary resolution; or
 - 20.1.2 by resolution of the Directors.

- 20.2 Where a maximum number of Directors has been fixed, the appointment of a Director must not cause that number to be exceeded.
- 20.3 A Director must be a natural person.
- 20.4 Private Sector Directors shall be appointed by the Directors. Each such Private Sector Director shall, subject to Article 12 hold office for a fixed term of three years which can be extended for a maximum of two further three year terms by the Directors.
- 20.5 Each Upper Tier Council may from time to time by notice in writing appoint one person each to be a Director. Each such Director appointed shall hold office from the date of appointment and may at any time be removed from office by notice in writing by the relevant Upper Tier Local Authority. In the event that such Director is removed from office in accordance with Article 22, the relevant Upper Tier Council may not re-appoint under this Article 20.5 the Director so removed.
- 20.6 The District Council Director shall be appointed by the District Councils through the Lincolnshire Leaders Group. Each such Director appointed shall hold office from the date of appointment and may at any time be removed from office by notice in writing by the District Councils through the Lincolnshire Leaders Group but otherwise such appointment shall, subject to Article 22, be for a fixed term of three years which can be extended for a maximum of two further three year terms by notice in writing from the District Councils through the Lincolnshire Leaders Group approved by the Directors.
- 20.7 The Public Sector Directors shall be appointed by the Directors on the basis of nominations (determined as they shall see fit) from the Public Sector Bodies. Such Public Sector Director shall hold office and may at any time be removed from office by notice in writing by a majority of the Public Sector Bodies but otherwise such appointment shall, subject to Article 22, be for a fixed term of three years which can be extended for a maximum of two further three year terms by notice in writing from the Public Sector Bodies approved by the Directors.
- 20.8 The Directors may from time to time appoint up to five Co-opted Directors. Such Co-opted Director shall hold office and may at any time be removed from office by notice in writing by a resolution of the Directors but otherwise such appointment shall be for a fixed term of one year.

21. Chair and Deputy Chairs

- 21.1 The Directors shall appoint an experienced business person who is a Private Sector Director, to be the Chair. Such appointment shall, unless such Director ceases to be a Director, be for a fixed term of three years which can be extended for a maximum of two further three year terms by notice in writing from the Directors.
- 21.2 The Directors shall appoint one Private Sector Director and one Public Sector Director each to be Deputy Chairs. Each such appointments shall, unless such Director ceases to be a director, be for a fixed term of three years which can be extended for a maximum of two further three year terms by notice in writing from the Directors.
- 21.3 If at any meeting of the Directors neither the Chair is not participating in the meeting then the Private Sector Director appointed as Deputy Chair shall chair

the meeting and if they are not participating in the meeting the Public Sector Director appointed as Deputy Chair shall chair the meeting.

- 21.4 If at any meeting of the Directors neither the Chair nor a Deputy Chair is participating in the meeting within ten minutes of the time at which it was to start, the participating Directors must appoint one of themselves to chair the meeting.
- 21.5 In case of an equality of votes, the Chair shall have a second or casting vote.

22. Disqualification and removal of Directors

22.1 The office of a Director shall be vacated if:

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

22.1.2 he becomes bankrupt or makes any arrangement or composition with his creditors generally; or

22.1.3 he is, or may be, suffering from mental disorder and either:

(a) he is admitted to hospital in pursuance of an application for admission for treatment under the Mental Health Act 1983 or, in Scotland, an application for admission under the Mental Health (Scotland) Act 1960; or

(b) an order is made by a court having jurisdiction (whether in the United Kingdom or elsewhere) in matters concerning mental disorder for his detention or for the appointment of a receiver, curator bonis or other person to exercise powers with respect to his property or affairs; or

22.1.4 such Director resigns his office by written notice to the Company; or

22.1.5 such Director shall for more than six consecutive months have been absent without permission of the Directors from meetings of Directors held during that period and the Directors or Members resolve that his office be vacated; or

22.1.6 the Members determine by ordinary resolution that such Director shall be removed from office;

22.1.7 in the case of a Director appointed for a fixed term, the end of that fixed term.

22.1.8 are removed from office by a resolution of the Directors in circumstances where the Directors consider that the Director has breached the Director Code of Conduct. Such a resolution must not be passed unless:

(a) the Director has been given at least 14 Clear Days' notice in writing of the meeting of the Directors at which the resolution will be proposed and the reasons why it will be proposed; and

(b) the Director has been given a reasonable opportunity to make representations to the meeting either in person or in

writing. The other Directors must consider any representations made by the Director (or the Director's representative) and inform the Director of their decision following such consideration. There shall be no right of appeal from a decision of the Directors to terminate the directorship of a Director.

23. Proceedings of Directors

- 23.1 Subject to the provisions of the Articles, the Directors may regulate their proceedings as they think fit.
- 23.2 Acts done by a meeting of the Directors or of a committee or by a person acting as a Director shall not be invalidated by the subsequent realisation that:
- 23.2.1 the appointment of any such Director or person acting as a Director was defective; or
- 23.2.2 any or all of them were disqualified; or
- 23.2.3 any or all of them were not entitled to vote on the matter.
- 23.3 Any Director may call a meeting of the Directors by giving notice of the meeting to the Directors or by authorising the company secretary (if any) to give such notice.
- 23.4 Meetings of the Board thereof shall be called by not less than seven business days' notice served on the Directors. Any such notice must include an agenda of the matters to be discussed at any such meeting and, save with the approval of the Directors present, no matter may be discussed or voted on which is not included in any such agenda. A Director who is absent from the United Kingdom shall not be entitled to notice of a meeting.

24. Quorum of Director's meetings

- 24.1 Subject to these Articles, no business shall be transacted at any Board meeting unless a quorum is present. A quorum shall be 3 Directors present in person including at least one Public Sector Director and one Private Sector Director.
- 24.2 At a Directors' meeting, unless a quorum is participating, no proposal is to be voted on, except a proposal to call another meeting.
- 24.3 If the total number of Directors for the time being is less than the quorum required for decision-making by the Directors, the Directors shall not take any decision other than a decision to:
- 24.3.1 appoint further Directors; or
- 24.3.2 call a general meeting so as to enable the members to appoint further Directors.
- 24.4 If a quorum is not present within half an hour from the time appointed for a Board meeting the Board meeting shall stand adjourned to the same day in the next week at the same time and place or to such other day and at such other time and place as the Directors may determine, and if at the adjourned Board meeting a quorum is not present within half an hour from the time appointed the Director or Directors present in person shall constitute a quorum and shall have power to decide upon all matters which could properly have been disposed of at the meeting from which the adjournment took place.

25. Participation in Director's meetings

Any Director may participate in a meeting of the Directors by means of a conference telephone or similar communications equipment whereby all persons participating in the meeting can communicate with each other and participation in a meeting in this manner shall be deemed to constitute presence in person at such meeting and, subject to these Articles and the Statutes, he shall be entitled to vote and be counted in a quorum accordingly. Such a meeting shall be deemed to take place where the largest group of those participating is assembled or, if there is no such group, where the chair of the meeting is.

26. Third party attendance at Directors meetings

Where the Board considers such attendance worthwhile or necessary to the matters to be transacted 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 the Observer Code of Conduct 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.

27. Alternate Directors and substitutes

A Director may not appoint an alternate director or anyone to act on their behalf at meetings of the Directors. In the event that an Upper Tier Council Director or the District Council Director is unable to attend a meeting of Directors the relevant Upper Tier Council or the Lincolnshire Leaders Group shall be entitled to appoint a Substitute to attend such meeting subject to such Upper Tier Council or the Lincolnshire Leaders Group providing written notice to the Company of such Substitute at least one business day prior to the relevant meeting and subject to such Substitute agreeing to comply with the Observer Code of Conduct. Any such properly appointed Substitute shall be entitled, with the permission of the chair, to speak at the meeting but shall not be entitled to vote.

28. Decision making by Directors

- 28.1 The general rule about decision-making by Directors is that any decision of the Directors must be a majority decision at a meeting or a decision taken in accordance with Article 29.
- 28.2 Each Director has one vote on each matter to be decided, except for the chair of the meeting who, in the event of an equality of votes, shall have a second or casting vote (unless, in accordance with the Articles, the chair of the meeting is not to be counted as participating in the decision-making process for quorum or voting purposes).

29. Written resolution of Directors

A resolution in writing, sent to all Directors entitled to receive notice of a meeting of Directors and signed by a majority of the Directors shall be valid and effectual as if it had been passed at a meeting of the Board duly convened and held and may consist of several documents in materially the same form each signed by one or more Directors.

30. Delegation by Directors

- 30.1 The Directors may delegate, on such terms of reference as they think fit, any of their powers or functions to any committee.

- 30.2 The Directors may delegate the implementation of their decisions or day-to-day management of the affairs of the Company to any person or committee.
- 30.3 The terms of reference of a committee may include conditions imposed by the Directors, including that:
- 30.3.1 the relevant powers are to be exercised exclusively by the committee to whom the Directors delegate; and
 - 30.3.2 no expenditure or liability may be incurred on behalf of the Company except where approved by the Directors or in accordance with a budget previously agreed by the Directors.
- 30.4 Persons who are not Directors may be appointed as members of a committee, subject to the approval of the Directors.
- 30.5 Every committee shall act in accordance with the terms of reference on which powers or functions are delegated to it and, subject to that, committees shall follow procedures which are based as far as they are applicable on those provisions of the Articles which govern the taking of decisions by Directors.
- 30.6 The terms of any delegation to a committee shall be recorded in the minute book.
- 30.7 The Directors may revoke or alter a delegation.
- 30.8 All acts and proceedings of any committee shall be fully and promptly reported to the Directors.

31 Interests and conflict of interests

- 31.1 The following provisions of this Article 31 shall apply to Members and Member Representatives in general meetings as well as Directors in board meetings.
- 31.2 In the event that a Director, Member or Member Representative has a Disclosable Pecuniary Interest in any matter to be decided at meeting of the Directors or Members that person shall immediately declare the nature of the Disclosable Pecuniary Interest and withdraw from any meeting where the Disclosable Pecuniary Interest would be relevant.
- 31.3 Subject to the provisions of the Statutes, and provided that he has complied with clause 31.2, a person notwithstanding his office:
- 31.3.1 may be a party to or otherwise be interested in any transaction or arrangement with the Company or in which the Company is in any way interested;
 - 31.3.2 may be a director or member or other officer of or employed by or be a party to any transaction or arrangement with or otherwise interested in any body corporate promoted by the Company or in which the Company is in any way interested;
 - 31.3.3 may or any firm or company of which he is a member or director may act in a professional capacity for the Company or any body corporate in which the Company is in any way interested; and
 - 31.3.4 shall not by reason of his office be accountable to the Company for any benefit which he derives from such office, service or employment or from any such transaction or arrangement or from any interest in any such body corporate and no such transaction or arrangement shall be liable to be avoided on the ground of any such interest or benefit.

- 31.4 Subject to paragraph 31.2, whenever a person has an interest in a matter to be discussed at a meeting the person concerned shall subject to any rules or policies of the Company from time to time or unless the Directors or Members resolve otherwise be:
- 31.4.1 entitled to remain present at the meeting for that matter;
 - 31.4.2 counted in the quorum for that part of the meeting; and
 - 31.4.3 entitled to vote on the matter.
- 31.5 Neither the Members nor the Directors shall be empowered to approve, authorise or grant any kind of dispensation in respect of any non-compliance with Article 14.2
- 31.6 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 meeting where the conflict would be relevant unless the following procedures are followed and the necessary authority obtained.
- 31.7 For the avoidance of doubt in the event that a Member is conflicted then any Member Representative of such Member is also conflicted.
- 31.8 Save for any circumstance covered by clause 31.2, the Directors or Members may, at any time authorise a person to be involved in a situation in which the person has or may have a Conflict of Interest provided that:
- 31.8.1 in the case of a proposed appointment of a person as a Director, Member or Member Representative, the Directors or Members will authorise the Conflict of Interest before or at the time the person is appointed;
 - 31.8.2 in the case of any person who is a Director or Member or Member Representative the Directors or Members authorise the Conflict of Interest at the time the conflict is declared to them;
 - 31.8.3 the person subject to the Conflict of Interest or any other interested Director or Member or Member Representative shall not vote and shall not be counted in the quorum in respect of the decision to give authorisation under this Article 31.7 and if he or any other interested Director or Member or Member Representative does vote, those votes shall not be counted;
 - 31.8.4 the Directors or Members may in their absolute discretion impose such terms or conditions on the grant of the authorisation as they think fit;
 - 31.8.5 a Director will not be in breach of his duty under sections 172, 174 and 175 of the 2006 Act or the authorisation given by this Article 31.7 by reason only that he received confidential information from a third party relating to the conflict of interest which has been authorised by this Article 14.7 and either fails to disclose it to the Directors or fails to use it in relation to the Company's affairs and neither will be in breach of his duty under section 175 of the Act for anything done or omitted to be done by him in accordance with the provisions of Articles 31.6 and 31.7; and
 - 31.8.6 where approval to a transaction which falls within Chapter 4 of part 10 of the 2006 Act is given by Members in accordance with that Chapter

further authorisation for that transaction by the Directors under this Article 31.8 is not necessary.

31.9 Any authorisation of a conflict under this Article may (whether at the time of giving the authorisation or subsequently):

31.9.1 extend to any actual or potential Conflict of Interest which may reasonably be expected to arise out of the matter so authorised;

31.9.2 be subject to such term and for such duration, or impose such limits or conditions, as the Directors or Members may determine; and

31.9.3 be terminated or varied by the Directors or Members at any time; and this will not affect anything done by the Director or Member or Member Representative prior to such termination or variation in accordance with the terms of the authorisation.

31.10 Where the Directors or Members authorise a conflict they may (whether at the time of giving the authorisation or subsequently) provide, without limitation, that the person:

31.10.1 is excluded from discussions related to the conflict;

31.10.2 is not given any documents or other information relating to the conflict; and

31.10.3 may or may not vote (or may or may not be counted in the quorum) at any future meeting in relation to any resolution relating to the conflict.

31.11 Where the Directors or Members authorise a conflict the Director will not infringe any duty he owes to the Company by virtue of sections 171 to 177 of the 2006 Act provided he acts in accordance with such terms, limits and conditions (if any) as the Directors impose in respect of its authorisation.

31.12 For the purposes of Article 31:

31.12.1 a general notice to the Directors, Members or Members Representatives (as appropriate) that a person is to be regarded as having an interest of the nature and extent specified in the notice in any transaction or arrangement in which a specified person or class of persons is interested shall be deemed to be a disclosure that the Director, Member or Member Representative has an interest in any such transaction of the nature and extent so specified;

31.12.2 an interest of which a person has no knowledge and of which it is unreasonable to expect him to have knowledge shall not be treated as an interest of his; and

31.12.3 an interest of a person who is for any purpose of the Statutes (excluding any statutory modification not in force when the Company was incorporated) connected with a Director or Member or Member Representative shall be treated as an interest of the Director or Member or Member Representative.

32. Secretary

The Directors may appoint any person who is willing to act as the secretary for such term at such remuneration and on such conditions as the Directors think fit. From time to time the Directors may decide to remove such person and to appoint a replacement.

ADMINISTRATIVE ARRANGEMENTS

33. Minutes

- 33.1 The Directors shall cause minutes to be made in books kept for the purposes of:
- 33.1.1 recording the names and addresses of all the Members and Member Representative;
 - 33.1.2 all appointments made by the Directors; and
 - 33.1.3 all proceedings at general meetings of the Company and of the Directors including the names of Directors and Members or Member Representatives present at each such meeting.
- 33.2 The complete minutes of the meetings shall be made available to the public on the Company website, unless such minutes would disclose confidential or exempt information, in which case the minutes made available on the Company website shall be redacted versions.

34. Rules

- 34.1 The Directors may from time to time establish such rules as they may consider necessary for or conducive to the effective operation of the Company. In particular, but without prejudice to the generality of the above, such rules may regulate:
- 34.1.1 the admission of Members of the Company and other conditions of membership;
 - 34.1.2 the procedure at general meetings and meetings of the Directors and committees to the extent that such procedure is not regulated by the Act or by the Articles.
- 34.2 The Company may in general meeting may alter, add to or repeal the rules by special resolution.

35. Communications

- 35.1 Any notice to be given to or by any person pursuant to these Articles shall be in writing except that a notice calling a meeting of the Directors need not be in writing.
- 35.2 The Company may give notice to a Member either personally or by sending it by first class post in a pre-paid envelope addressed to the Member at his registered address or by leaving it at that address or by giving it in Electronic Form to an address for the time being notified to the Company by the Member, Where a Member has appointed a Member Representative in accordance with these Articles, the notice shall be marked for the attention of the Member Representative A Member who gives to the Company an address within the United Kingdom at which notices may be given to him, or an address to which notices may be sent in electronic form, shall be entitled to have notices given to him or her at that address, but otherwise no such Member shall be entitled to receive any notice from the Company.
- 35.3 Where a notice is sent by first class post, proof of the notice having been posted in a properly addressed, prepaid envelope shall be conclusive evidence that the notice was given and shall be deemed to have been given at the expiration of 24 hours after the envelope containing the same is posted. Where a notice is sent in

Electronic Form, the notice shall be deemed to have been given at the expiration of 24 hours after the time of transmission.

- 35.4 Where a notice is sent by making it available on a website, the notice shall be deemed to have been given either when it was first made available on the website or when the Member received or was deemed to have received notice of the fact that the notice was available on the website.
- 35.5 A Member present, either in person, by proxy or by Member Representative, at any meeting of the Company shall be deemed to have received notice of that meeting and, where requisite, of the purposes for which it was called.
- 35.6 If at any time by reason of the suspension or curtailment of postal services within the United Kingdom the Company is unable effectively to convene a general meeting by notices sent through the post, a general meeting may be convened by giving notice by e-mail or facsimile (to such address or facsimile number as shall be notified by each Member to the Company from time to time) or by a notice advertised in at least one national daily newspaper and such notice shall be deemed to have been duly served on all Members entitled to receive notice at noon on the day when the advertisement appears. In any such case the Company shall send confirmatory copies of the notice by post if at least seven days prior to the meeting the posting of notices to addresses throughout the United Kingdom again becomes practicable.
- 35.7 Where the Statutes permit the Company to send documents or notices to its Members in Electronic Form or by means of a website such documents and notices will be validly sent provided the Company complies with the requirements of the Statutes. Subject to any requirements of the Statutes, documents and notices may be sent to the Company in Electronic Form to the address specified by the Company for that purpose and such documents or notices sent to the Company are sufficiently authenticated if the identity of the sender is confirmed in the way the Company has specified.

36 Irregularities

The proceedings of any meeting or the taking of any poll or the passing of a written resolution or the making of any decision shall not be invalidated by reason of any accidental informality or irregularity (including by accidental omission to give or any non-receipt of notice) or want of qualification in any of the persons present or voting or by reason of any business being considered which is not specified in the notice.

37 Indemnity

- 37.1 Subject to the provisions of, and so far as may be permitted by, the Statutes but without prejudice to any indemnity to which the person concerned may be otherwise entitled, the Company may indemnify every Director, alternate director, secretary or other officer of the Company against all costs, charges, losses, expenses and liabilities incurred by him in the execution and discharge of his duties or the exercise of his powers or otherwise in relation to or in connection with his duties, powers or office, including any liability which may attach to him in respect of any negligence, default, breach of duty or breach of trust in relation to anything done or omitted to be done or alleged to have been done or omitted to be done by him as a Director, alternate director, secretary or other officer of the Company.

- 37.2 The Directors may buy and maintain at the cost of the Company insurance cover for or for the benefit of every Director, auditor, secretary or other officer of the Company or of any associated company (as defined in section 256 of the 2006 Act) against any liability which may attach to him in respect of any negligence, default, breach of duty or breach of trust by him in relation to the Company (or such associated company), including anything done or omitted to be done or alleged to have been done or omitted to be done by him as a Director, alternate director, auditor, secretary or other officer of the Company or associated company.
- 37.3 Subject to the provisions of, and so far as may be permitted by, the Statutes, the Company shall be entitled to fund the expenditure of every Director or other officer of the Company incurred or to be incurred:
- 37.3.1 in defending any criminal or civil proceedings; or
 - 37.3.2 in connection with any application under sections 661(3), 661(4) or 1157 of the 2006 Act.

Paper 5

LEP Governance Review – Policies & ToRs

1 Recommendations

- The LEP Board approve the terms of reference for the Employment and Skills Board
- The LEP Board approves the following roles or policies LEP Scheme of Delegation, Role of the Accountable Body, Role of the S151 Officer, the equality and diversity policy, role of the board Diversity champion.
- The LEP Board approve the role of the chair, and role of the deputy chairs document on the recommendation of the Appointments Committee
- The LEP Board note the renewal of Policy and Terms of Reference Planner

2 Policies and terms of reference

- 2.1. The LEP has adopted a number of company and regulatory policies in support of the limited company since its formation in 2015. However, as part of the preparation of governance review (approved by the Board at the January 2019 meeting) and to meet the requirements of the National Assurance Framework we have begun a review of all terms of reference and policies. The attached planner at 5.9 details all of the Policies and the Terms of Reference currently in existence, with a recommended review date.
- 2.2 Some of our policies are already compliant with the National Assurance Framework for LEP's and MCA's as listed in the planner. However to be compliant with the NAF by 31st March the following are for the Boards approval today; LEP Scheme of Delegation, role of the accountable body (agreed by the AB), role of the S151 Officer (agreed by S151), and the updated equality and diversity policy (agreed with the board diversity champion).
- 2.3 At the January meeting of the Board, it was agreed that the Employment and Skills board would take on the function of a Skills advisory panel. The attached terms of reference are for the board, on recommendation from the ESB. The changes to the terms of reference are to take account of the function and form of a skills advisory panel as set out in the guidance document from the Department of Education.
- 2.4 The role of the Chair and the role of the Deputy Chairs are recommended to the LEP Board from the Appointments Committee.
- 2.5 The remainder of the policies and terms of reference will be considered at the May 2019 board, once the refresh of the Articles of Association has taken place.

Paper 5.2

Greater Lincolnshire Employment & Skills Board (incorporating the function of the Skills Advisory Panel)

1 Terms of Reference

- a. The Greater Lincolnshire Employment and Skills Board is a strategy group that has an advisory role to the Greater Lincolnshire Local Enterprise Partnership (LEP) on skills.

It provides a strong leadership role on skills in the local area, engaging with employers and providers and providing skills advice to the LEP Board.

- b. The Greater Lincolnshire LEP is a company limited by guarantee, established to provide strategic leadership to set out local economic priorities for Greater Lincolnshire. Its role is to ensure that elements are in place to enable it to deliver its aspirations.
- c. There will be a two-way relationship between the Greater Lincolnshire LEP and the Employment and Skills Board, and each will give advice and be asked for advice on matters where a skills perspective is required.
- d. The Employment and Skills Board aims to boost economic growth and productivity by creating a more appropriate and relevant skilled local workforce.

It aims to:

- i. ensure that employers are able to access the right skills and training to grow their businesses
 - ii. increase the level of skills of the population of Greater Lincolnshire
 - iii. increase skilled employment opportunities in Greater Lincolnshire
- e. Its role is to shape and influence employment and skills training and support to meet the needs of employers in Greater Lincolnshire. The role encompasses the skills needs of our young people, those seeking jobs and the skills of the current and future workforce.
 - f. The Employment and Skills Board brings together local employers and skills providers to pool knowledge on skills and labour market needs, and to work together to understand and address key local challenges. This includes both immediate needs and challenges and looking at what is required to help local areas adapt to future labour market changes and to grasp future opportunities.
 - g. Skills Advisory Panels will reflect the geography of the LEP and the Local Industrial Strategies.
 - h. The Board will:
 - Take on the function of the Skills Advisory Panel for the Greater Lincolnshire LEP
 - Develop, champion and review a Skills Strategy for Greater Lincolnshire

Paper 5.2

Greater Lincolnshire Employment & Skills Board (incorporating the function of the Skills Advisory Panel)

- Develop a skills commissioning framework, monitor and review it
- Provide the Greater Lincolnshire LEP and its decision making committees with recommendations on skills funding and skills projects
- Optimise the impact of employment and skills investment for local, communities, employers and individuals
- Use experience and knowledge of Board Members and others associated with the Board to seek to shape strategy and policy on learning and skills development.

2 SAP Responsibilities

- a. The Board will develop a clear understanding of current and future local skills needs and local labour market as well as the present skills and employment support provision in the local area, by:
 - i. producing robust and authoritative evidence-based skills and labour market analysis which clearly identifies existing local skills and employment challenges, and identifies key areas of future needs relating to projected local employment growth areas
 - ii. developing a sophisticated understanding of both the local labour market and skills provision in the local area, the extent to which labour mobility within, or into, a local economy can address skills needs, and the projected gaps between skills needs and skills provision
 - iii. building knowledge of the range of both local, regional and national employment provision that exists or is planned
 - iv. presenting the analysis at board level and sharing it with the wider employer and provider communities to ensure that their perspective on the local labour market and local employment and skills system is reflected in the prioritisation the board takes forward
 - v. providing analysis to inform the development and the implementation of the 'People' element of Local Industrial Strategies
- b. It will build on this high quality analysis to develop a clear approach to addressing skills and employment challenges within the local area, including by looking ahead to likely skills priorities in the coming decade, by:
 - i. building an understanding of the local area across a range of partners including employers (SME and larger employers from across the private and public sectors), all types of providers and other key partners (including the community & voluntary sector) to agree shared approaches to addressing the challenges the analysis has identified
 - ii. working with the LEP Board to develop the 'People' element of the Local Industrial Strategy
- c. Understand the wider dependencies in the local area and working together with other parts of the LEP to:
 - i. link them to the skills and employment analysis as well as strategic plans
 - ii. ensure the 'People' element of the Local Industrial Strategy is integrated effectively with the wider work of the LEP

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Greater Lincolnshire Employment & Skills Board (incorporating the function of the Skills Advisory Panel)

- d. Act as co-ordinator of local skills providers by:
 - i. fostering co-operation between providers in mix of provision
 - ii. actively working with a range of local providers (Further Education, Higher Education and independent) to plan for how the skills needs are to be met
 - iii. encouraging local providers to reflect the Skills Advisory Panel analysis when planning for T Levels implementation and delivery, and for the Skills Advisory Panel analysis to inform the investments that are made in the provider base to prepare for T Levels roll-out
- e. Work closely with careers advisory services (National Careers Service and Careers Enterprise Company) to ensure that potential learners are informed about potential career routes within a local area, and that all careers information and guidance is informed by up-to-date local labour market information.
This will involve working with:
 - i. the Careers & Enterprise Company's Enterprise Advisor Network to ensure that the Skills Advisory Panel analysis is shared through the network and informs the activities they support locally
 - ii. the National Careers Service area-based contractors to ensure that Skills Advisory Panel analysis is embedded into advice and guidance given to adults
- f. Raise the profile of apprenticeships with local employers and providers.
- g. Advise where skills and labour market resource should be directed to support local employers and residents, using its understanding of existing employment support provision in the local area and the needs of the local labour market.
- h. Sharing analysis and best practice, as widely and transparently as possible, with central government and other Skills Advisory Panels to learn from each other and tackle wider skills challenges.

3 Board Composition and Meetings

- a. The Greater Lincolnshire Employment and Skills Board is an advisory body with no legal status but with a specific role as part of the Greater Lincolnshire LEP structure, and to undertake the Skills Advisory Panel function on behalf of the LEP.
- b. There will be 15-20 members, including the Chair and those with specialist knowledge (such as analytical experts) and other observers. The Chair will be a private sector Director of the Greater Lincolnshire LEP.
- c. The board should be diverse and have members with the necessary knowledge and expertise to oversee influential skills and labour market analysis, advise on effective local strategies, and advise on, and assist in the implementation of, effective local funding and investment decisions.

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Greater Lincolnshire Employment & Skills Board (incorporating the function of the Skills Advisory Panel)

- d. The Board will have a strong employer element with representatives from businesses of different sizes and different sectors, including self-employed.
- e. To support the supply of skills into local areas all the main types of education and employment services providers will be represented on the Board, HE Institutions, Colleges and Independent Training Providers.
- f. The Board will invite relevant local representatives of the Education and Skills Funding Agency and the Cities and Local Growth Unit and Jobcentre Plus to attend meetings periodically. Local Authorities should be represented and where possible, other key local partners, such as from the community and voluntary sectors, should also be included.
- g. All Board members will work or live in the Greater Lincolnshire area and it is expected that they will have extensive knowledge of the local area or sector in which they work.
- h. Employment and Skills Boards taking on the function of the Skills Advisory Panel should, as part of the wider LEP, adhere to the standards of transparency, conflicts of interest, accountability and diversity, as set out in the *Local Enterprise Partnership: National Assurance Framework* and *Strengthened Local Enterprise Partnerships*.
- i. Minutes and papers of Board meetings will be published on the Greater Lincolnshire LEP website.

Board Members	Number	Time provided by Board member
Business Sector:		
Business Sector Chair (expected to be a LEP Director)	1	Minimum 2 days per month
Business Sector Must include representatives from businesses of difference sizes and sectors and have a strong employer element	8	Minimum 1 day per month
Sub-Total	9	
Training Sector and Public Sector:		
Must include at least one representative of the following: <ul style="list-style-type: none"> • HE Provider • FE College • Independent Training Provider • Education/School provider • Local Authority • District Council 	6	Minimum 1 day per month
Sub-Total	6	

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Greater Lincolnshire Employment & Skills Board

(incorporating the function of the Skills Advisory Panel)

Total	15	NB. Board must be 66% business sector by 2020
Other attendees (non-board members, observers etc.)		
The Board should invite representation from the following where possible: <ul style="list-style-type: none">• Local Authority Officers (Economic Development; Education)• District Council• Job Centre Plus<ul style="list-style-type: none">○ Department of Cities and Local Growth• Education and Skills Funding Agency/DfE• Community & Voluntary Sector• Specialists as required	Approx. 7	N/A
Maximum attendance likely	22	

4 Appointments

- a. All vacancies will be advertised in line with the LEP's Appointments process; open advertising and approved by the Greater Lincolnshire LEP Appointments committee. Local authority representatives shall be nominated by the relevant bodies.
- b. Applicants are asked to submit a covering letter and a CV which will be considered by a task and finish group of the ESB, before approval by LEP Appointments Committee. The task and finish group made up of members of the ESB, shall decide, as appropriate, whether they wish to interview candidates, before being brought to the LEP board for ratification. The term of appointment would be three years.
- c. Where a board members' three year term has concluded, the Chair of the ESB shall write to the Board member asking for their intentions in writing for a subsequent term, and if they wish to re-apply their application will be considered by the Appointments Committee. Consideration at this stage may be given to other relevant candidates.
- d. The task and finish group's role is to establish whether the board members' skills sets and experience are suitable for another term. Some posts represent a sector or type of organisation, and where this is the case, the group may consider other applications at this point.
- e. No board member shall serve more than 3 terms, i.e. nine years. Recruitment will be undertaken in line with the Equality and Diversity policy of the LEP, and

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Greater Lincolnshire Employment & Skills Board (incorporating the function of the Skills Advisory Panel)

all board members shall be inducted.

- f. In making recommendations to the appointments committee, the ESB should consider sectorial and geographical representation, as well as equality and diversity and succession planning. In order to maintain continuity, as well as allowing for succession planning, a number of the Board (to be determined and agreed by the Board) shall be considered for reappointment each year.
- g. The Board will meet 4-6 times a year in private. Members are expected to provide apologies if they cannot attend and no substitutes will be allowed.
- h. Once a year the Board will agree a Vice Chair to carry out the role of the Chair when he or she is unavailable and to support when necessary. The Vice Chair should be an existing member of the Board.

5 Role of Board Members

- a. As well as attending Board meetings, members may be asked to attend other meetings as a representative for the LEP and ESB, and will be required to read background papers and documents and input into plans.
- b. The specific role of a Board Member is to:
 - ii. Use experience and knowledge to help shape strategy and policy on learning and skills development
 - iii. Influence the prioritisation, planning and investment in skills supply and the shape of delivery
 - iv. Support the strategic aims of the Greater Lincolnshire LEP
 - v. Represent a range of people, organisations or views, not just their own or that of their own organisation

6 Task & Finish Groups

- a. From time to time it may be necessary to establish a skills task and finish group and other skills specialists may be invited to join these. Any group or panel would need to be sponsored by a Skills Board Member, who may or may not chair the group, depending on the issue under consideration.

7 The way we do business

- a. The Board will adopt good practice and its Members will act within the General Duties and Obligations set out in this document and adopt the following values:
 - i. Championing to influence and lead by example
 - ii. Enterprising solutions that are creative
 - iii. Partnership working across the private, public and the third sector
 - iv. Sharing best practice
 - v. Being inclusive of each locality and community across Greater Lincolnshire

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Greater Lincolnshire Employment & Skills Board (incorporating the function of the Skills Advisory Panel)

- b. A Code of Conduct and Register of Interest is in place and all Board members and observers are required complete an annual declaration of interest. It is the board members responsibility to keep this up to date and notify the LEP Executive of any changes.

8 Board Member Remuneration

- a. Board Members shall not be remunerated for the normal business of attending ESB meetings although they may be paid expenses for additional activities and roles undertaken on behalf of the LEP and the ESB. All potential expenses likely to be incurred by Board Members must be made known to the Secretariat beforehand and duly authorised before reimbursement.

9 Executive

- a. The Greater Lincolnshire Employment and Skills Board and any sub groups will be supported by the LEP Executive team. The meetings and the papers of the Board will be prepared by LEP executive, and the forward plan for the ESB shall be agreed with the ESB annually as part of the business planning process.

The terms of reference will be reviewed annually at the spring meeting of the ESB and substantial changes will be agreed by the LEP Board.

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Greater Lincolnshire LEP Scheme of Delegation

1 Context

1.1 The Greater Lincolnshire LEP is a company limited by guarantee, with up to 20 voluntary directors, supported by a full-time executive team. This scheme of delegation sets out the main responsibilities of the organisation and the level to which they are delegated.

The scheme of delegation is part of a suite of LEP governance documents including: Local Assurance Framework, Articles of Association, terms of reference for sub-boards and sub-committees, and agreement between Lincolnshire County Council (Accountable Body) and the LEP.

The scheme of delegation is reviewed annually and changes require board approval.

2 Key Responsibilities of the LEP Board

2.1. The Board is responsible for:

- Approving the strategic direction of the LEP
- Agreeing clear objectives to focus activity and drive ambition
- Ensuring the LEP runs efficiently and effectively with appropriate controls in place covering performance, finance and risk
- Upholding the values, ethos and culture of the organisation

<u>Delegation Issue</u>	<u>Delegated To</u>
Strategy	
Strategy Vision, mission and values	LEP Board
Development and approval of Economic strategy, review of progress	LEP Board
Implementation of Economic Strategy	LEP Chief Executive
Changes to the overall operating structure of the LEP and the Board	LEP Board
Approval of Brand	LEP Board
Annual Delivery Plan	LEP Board
Programmes	
Design of capital and revenue funding programmes	Investment Committee
Awarding of capital or revenue funding to programmes or projects under Single Local Growth Fund	Investment Committee
Awarding of capital or revenue funding to programmes or projects from LEP resources under £10,000 in line with delivery plan	LEP Director
Approval of Invest and Grow Loans	Investment Committee
Approval of Greater Lincolnshire Growth Fund	Investment Committee
Approval of Feasibility Fund	Investment Committee
Approval of the Project Pipeline	Investment Committee
Programme contract changes up to 10% outputs using justification forms in line with the Delivery plan	Chief Executive but reported to Investment Committee
Programme contract changes above 10% of finance and outputs	Investment Committee
Significant change requests from programmes/projects with	Investment Committee

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Greater Lincolnshire LEP Scheme of Delegation

no financial implications but major changes to outputs or timeline	
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<u>Delegation Issue</u>	<u>Delegated To</u>
Governance	
Changes to Articles	Board and Members
Responsibility for compliance with Government	Chair and Chief Executive
Assurance Framework	LEP Board
Annual declaration of compliance to Government	LCC Section 151 Officer
Maintenance of Register of Interests	LEP Board and Chief Executive
Timely publication of agendas, reports and minutes	Chair and Chief Executive
Board and Strategic Groups Appointments	Board recommendations by Appointments Committee
New Member organisations	LEP Board recommendation by Appointment Committee
New Members of existing organisations	Chief Executive, reported to LEP Board
Code of Conduct, Complaints and Whistleblowing policies	LEP Board
Finance	
Approval of financial budgets and forecasts	LEP Board
Approval of annual accounts and financial statement Board on recommendation and audit letter of representation	LEP Board on recommendation from Finance & Audit Committee
Reserves Policy	LEP Board on recommendation from Finance & Audit Committee
Interest Policy	LEP Board on recommendation from Finance & Audit Committee
Prior authorised expenditure for day to day business, in accordance with the yearly outline budget: Over £25,000 Below £25,000	LEP Board LEP Director
New expenditure: Above £10,000 Below £10,000	LEP Board LEP Director
HR	
Performance Management of the LEP Director	Chair and LCC
Operational Procedures and Policies for LEP staff	Chair, LEP Director & LCC

Accountable Body Authorisation

It is for the Accountable Body to authorise spend of the LEP revenue budget. A scheme of delegation is in place within the Accountable Body that ensures Senior Managers, Assistant Director and Corporate Director authorise the spend accordingly as determined by the LEP Director, Chair and Vice Chairs and Board, and Chief Executive.

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Greater Lincolnshire LEP Scheme of Delegation

The Accountable Body reserves the right not to implement any request or decision of the LEP or any of its sub committees or panels if in the reasonable view of the relevant Corporate Director the request or decision presents an unacceptable legal or financial risk to the Accountable Body.



GREATER LINCOLNSHIRE LEP
CHAIR OF THE BOARD

Post Title:	Chair of the Board
Tenure:	A three year appointment
Location:	To work across the entire Greater Lincolnshire LEP Area
Remuneration:	The post is a Volunteer Non-Executive Director role not remunerated, but does pay expenses
Job Holder responsible to:	The Board of Directors

JOB PURPOSE

To provide leadership of the Board and ensure its effectiveness in all aspects of its role

To support the LEP in developing the strategic direction and priorities that will deliver the LEP's objectives.

To be an effective external advocate of Greater Lincolnshire and the Greater Lincolnshire LEP in public and with Local Authorities and Whitehall, as well as being a credible advocate in both print and broadcast media.

MAIN DUTIES & RESPONSIBILITIES

The duties and responsibilities of the Chair of the Board of Directors are as follows:

Strategic Leadership

To provide overall leadership of the Board

To work with the Board and the Executive Team to define the strategic direction and priorities of the LEP

To set the tone of openness and debate for the Board of the LEP

To preside over Board meetings and ensure that time in meeting is used productively, managing any conflicts of interest as needed

To ensure complete, timely, accurate and relevant information is placed before the Board and its committees to allow the Board to reach informed strategic outcomes

To build and ensure that effective relationships are maintained with LEP Stakeholders, locally, regionally and nationally, including Westminster and Whitehall

To ensure the performance of the LEP is effectively scrutinized

To act as liaison between the Chief Executive and the Board

To provide independent advice, support and counsel to the Chief Executive

To ensure that the Board of Directors fulfil their duties and responsibilities to ensure effective governance of the LEP

To ensure that the Board regularly reviews major risks and associated opportunities, and satisfy itself that systems are in place to take advantage of opportunities and to manage and mitigate risks

To ensure that the Board fulfils its duties to ensure sound financial health of the LEP,

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with systems in place to ensure financial accountability

To keep abreast generally of the activities of the LEP and its management

In concert with the Chief Executive, to develop and set the agendas for meetings of the Board

To recommend an annual schedule of the date, time and location of Board and Committee meetings

Governance

To ensure LEP governance is reflective of best practice, reflective of the Nolan principles and operates on a basis of transparency and accountability

To ensure that governance arrangements are working in the most effective way for the LEP

To sit on sub-committees of the LEP where appropriate and agreed by the Board

To call special meetings of the Board where appropriate

In concert with the LEP Chief Executive, to determine the date, time and location of an Annual General Meeting and to develop the agenda for the meeting

To assess and make recommendations to the Board annually regarding the effectiveness of the Board, and its sub-committees

To develop the knowledge and capability of the Board

To encourage positive change where appropriate and to address and resolve any conflicts within the Board

To appraise the performance of the Board on a regular basis

To ensure that the Board composition is regularly refreshed and incorporates the right balance of skills, knowledge and experience needed to govern and lead the LEP effectively, and which also reflects the wider business community

To work within agreed policies adopted by the LEP

Efficiency & Effectiveness

To chair meetings of the Board effectively and efficiently, bringing impartiality and objectivity to the decision-making process

To ensure that the Board is fully engaged and that decisions are taken in the best, long-term interests of the LEP and that the Board takes collective responsibility

To foster constructive relationships between the Board Directors and members

To work closely with the LEP Chief Executive to give direction to Board policy-making and to ensure that meetings are well planned, meaningful and reflect the responsibilities of the Board

To monitor that decisions taken at meetings are implemented

Relationship with the LEP Chief Executive & the Wider Executive Team

To establish and build a strong, effective and constructive working relationship with the LEP Chief Executive and the LEP executive team

To support the LEP Chief Executive whilst respecting the boundaries which exist between the two roles

To ensure regular contact with the LEP Chief Executive and develop and maintain an open and supportive relationship within which each can speak openly about concerns and challenges

To liaise with the LEP Chief Executive to maintain an overview of LEP affairs, providing support as necessary

To contribute to an annual appraisal for the LEP Chief Executive, in consultation with LCC, the LEP Employer

To ensure that the LEP Chief Executive has the opportunity for professional

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development and has appropriate external professional support

LEP Chief Executive

The following criteria are considered essential for the Chair of the LEP:

- Be from the private sector
- Experience of chairing meetings, comprising senior public and private sector leaders with strongly held views
- Will live and/or work in the Greater Lincolnshire LEP area
- Demonstrable understanding of the private sector and how it operates
- Understanding of Westminster and Whitehall and how it operates
- Understanding of the need to be held to public scrutiny
- Will be very well networked at senior levels locally, regionally and nationally

ESSENTIAL QUALITIES & SKILLS

The Chair of the Greater Lincolnshire LEP Board is independent from the LEP Executive Team, and free from any interests, business or otherwise which could interfere with the Chair's independent judgement.

The following are considered essential qualities and skills for the Chair of the Board:

- The ability to represent the views of business, in an environment where Local Authorities and MPs are drawn across the political spectrum
- A strategic mindset
- An appreciation of the issues in the Greater Lincolnshire area, including local economic, business, infrastructure and political landscape
- High level listening skills, ensuring that all internal and external stakeholders have their say and feel that they have been listened to
- Ability to access, build and maintain strong and effective networks and working relationships across sectors and at all levels, and with Westminster and Whitehall
- High level influencing, relationship and stakeholder engagement skills
- Ability to coalesce differing viewpoints where there is no direct line authority to enforce decisions
- Politically astute; able to make sense of the full context in which the LEP operates and to guide LEP executives appropriately
- Ability to generate confidence and trust by embodying those characteristics
- Knowledge of the LEP network
- Knowledge of wider business representation organisations, particularly in the East Midlands
- Previously acted at Board level
- Strong leadership skills, good communication and interpersonal skills
- Impartiality, fairness and the ability to respect confidences
- Tact and diplomacy
- Experience of reviewing, developing and implementing business strategies and policies
- Demonstrable experience of organizational and people management
- Demonstrable experience of change management
- Be approachable
- Performance management, financial control and planning
- Ability to be at ease with people of all types in both formal and informal social settings



GREATER LINCOLNSHIRE LEP ROLE OF A DEPUTY CHAIR

The principal role a **Deputy Chair** is to deputise for the **Chair** at meetings of the LEP Board and to support the **Chair** in their role. The Greater Lincolnshire LEP has a public sector and a private sector deputy chair.

The role

- Chair meetings of the LEP Board in the absence of the Chair.
- Deputise for the Chair at other LEP meetings, including external meetings with business partners and stakeholders.
- Lead on key issues on behalf of the LEP as delegated by the Chair.
- Assist the Chair and the Executive Team in developing the Local Industrial Strategy and framework for the development and growth of the Greater Lincolnshire economy.
- Ensure effective working relationships between the LEP Executive and the Board.
- Promote and ensure compliance with conflict of interest, data protection legislation and confidentiality.
- Manage and lead meetings in accordance with governance guidance as set out in the Assurance Framework.
- Assist in reaching collective decisions and effectively maintain order and progress during meetings and prioritise items for discussion.
- Assist in encouraging members to contribute to consultations.
- Oversee the delivery of the LEP Business Plan.
- In consultation with the Chair, to liaise with leaders/CEOs of the partner local authorities.

Skills needed for the role

- Demonstrates excellent strategic leadership and role models based on LEP principles.
- Demonstrates high levels of local knowledge of the Greater Lincolnshire economy.
- Demonstrates high level ability to build, develop and motivate effective teams and to encourage collaborative working; working alongside other professionals and empowering individuals for the LEP to function effectively.
- Demonstrates a collaborative approach to decision making and problem solving, challenging and supporting colleagues in order to get the best outcomes.
- Excellent interpersonal skills, especially communicating, negotiating and influencing.
- Confident and articulate communicator with an ability to engage with stakeholders in public and private sectors.
- Experience of working with Ministers, MPs and senior civil servants.
- Knowledge of economic development and regeneration.

ACCOUNTABLE BODY STATEMENT

AGREED BY GREATER LINCOLNSHIRE LEP AND LINCOLNSHIRE COUNTY COUNCIL

Publication Strategy: This statement should be agreed by both parties, published on the LEP website, and reviewed annually.

Background

Greater Lincolnshire LEP is a partnership between the business community, the Higher Education sector, two Unitary authorities, seven district councils and one county council, all of whom are actively working together to secure a more prosperous and sustainable future for the Greater Lincolnshire area. These make up a fully-elected board of up to 20 Directors.

The LEP is registered as a company limited by guarantee and is dormant and it was incorporated in September 2015. In keeping with the Articles of Association and in accordance with company law, an appointments committee is in place to manage the process for appointing directors and company members to the Board of Greater Lincolnshire Local Enterprise Partnership Ltd thus ensuring that we have a robust, transparent and accountable delivery structure in place.

Effective provisions for timely and binding decision-making are a central component of the Greater Lincolnshire LEP Strategic Economic Plan (SEP) and the EU Structural Investment Fund (EUSIF) Strategy. In pursuance of this and to ensure that the strategy and investments are effectively aligned, the Greater Lincolnshire LEP Board has established an Investment Board to make decisions on all project and programmes.

Lincolnshire County Council (the Council) act as the accountable body for the LEP: the Council's Section 151 Officer provides financial and governance oversight, and the LEP team, who provide strategic, and logistical support, is staffed by Lincolnshire County Council employees and or secondees. These officers promote the objectives of the LEP, and act for the purposes of the company, while having the authority to administer funds held by the Council as accountable body under the supervision of the Section 151 officer.

LEP's should have a single accountable body, and the LEP and the Accountable Body should collaborate to ensure that the terms of the statement are met.

Purpose of this Statement

This statement sets out how the Council will provide support and operational supervision, and how it will conduct itself as accountable body for the LEP related projects and activities. The term of the agreement will be three years from April 2019 to March 2022. It will be reviewed annually by both parties.

Role of the Council as Accountable Body

The LEP conducts its business in accordance with its Articles of Association, National and Local Assurance Framework and local enterprise partnership governance and transparency: best practice guidance.

The accountable body shall provide the following services:

- Secretariat support to the LEP
- Expert advice and staffing resources
- Financial services
- Financial Audit services
- Research and data services
- Legal support
- Procurement framework and advice.

This also incorporates use of robust accountable body policies covering:-

- Financial procedures and practice
- Funding drawdown and clawback
- Information governance (FOI, Conflicts of interest, data protection, complaints)
- Local government transparency code

In delivering its overall service the accountable provides the following functions to the LEP.

- a) A finance function involving holding public funds paid by Government on behalf of the LEP
- b) An oversight function, ensuring public funds are handled in line with relevant procedures and grant conditions and that funds are used with propriety, regularity and deliver value for money. This includes an oversight function of the processes such as LEP governance and transparency arrangements compliant with that National and Local Assurance Framework, and agreement on scrutiny arrangements, to ensure that the checks and reporting requirements of the Section 151 Officers are met, this includes retaining appropriate documentation on decision around funding and project monitoring and evaluation.
- c) The Accountable Body is also responsible for escalating concerns around non-delivery and/or mis management. Where this cannot be resolved at the local level, the Accountable Body should report any concerns to the Cities and Local Growth unit through localgrowthassurance@communities.gov.uk and
- d) A support function providing technical advice on the relevant law discussing risks associated with pursuing a particular course of action for the LEP Board to consider and drafting funding agreements and contracts.

Role of the S151 Officer

The Section 151 Officer has financial and governance oversight of decisions made by all the Greater Lincolnshire LEP decision making Boards, on behalf of the Accountable Body. The Section 151 Officer is the Executive Director of Resources at Lincolnshire County Council, and the Accountable Body is provided by Lincolnshire County Councils' Enterprise Service Area.

The Section 151 Officer should ensure that their oversight of the proper administration of financial affairs with the LEP is carried out throughout the year. In addition to providing an assurance statement as part of the annual performance review by 28th February 2018 each year, the Section 151 officer is required to submit a letter to MHCLG Accounting Officer, which should include

- Details of the checks that the S151 Officer or deputies has taken to assure themselves that the LEP has in place the process that ensure proper administration of the financial affairs of the LEP
- A statement outlining whether, having considered all the relevant information , the Section 151 Officer is of the opinion that the financial affairs of the LEP are being properly administered and
- if not, information about the main concerns and recommendations about the arrangements which need to be implemented in order to get the LEP to be properly administered.

The role of the S151 officer will be undertaken within the principles of the CIPFA developed guidance on the role of the S151 Officer. (<https://www.cipfa.org/policy-and-guidance/reports/principles-for-Section-151-officers-working-with-leps>).

Roles and Responsibility

The Council will:

- Hold funds and makes payments to delivery bodies, maximising interest bearing opportunities for the Greater Lincolnshire LEP in line with the reserves policy
- Ensure the separable accounting for LEP related funds and complete financial elements of grant returns and claims for funding;
- Provide financial statements to the LEP together with a quarterly review of the progress to date against approved revenue and capital programmes and produce a summary set of financial statement within a reasonable period to be presented to the Chief Executive of the LEP;
- Update the LEP Board and Finance and Audit Committee at each meeting with a report on progress to date against approved revenue and capital programmes for the current financial year up to the relevant month end;
- Ensuring through the Section 151 Officer, that resources are subject to the usual Local Authority checks and balances which includes the financial duties and roles imposed on Councils;
- Conduct due diligence in relation to applicants and relevant third parties;
- Monitor funds to ensure that they are used appropriately;
- Monitor the compliance of LEP business in accordance with the relevant assurance framework, local enterprise partnership governance and transparency and best practice guidance.
- Manage the independent audit of LEP related funds and activity and ensuring, with the LEP, an appropriate response;
- In relation to schemes for which the Council is accountable body, be responsible for the supervising the integrity of decision-making, and for taking and defending legal proceedings;

- Provide a comprehensive accountancy service to the LEP including the filing of accounts with companies' house.
- Provide all HR and recruitment services for the LEP.
- Provide and maintain LEP IT Infrastructure.
- Respond to all Freedom of Information Requests on behalf of the Greater Lincolnshire LEP.
- Undertake independent audits of specific matters in line with the LEPs Complaints policy in relation to any concerns raised regarding potentially illegal, unethical or immoral conduct.

Resolution

If a decision cannot be reached then within 14 days a meeting will be held between a senior officer of LCC and the Chairman of the relevant LEP board to attempt to reach resolution. Should resolution not be reached then within 7 days a meeting will be held between the Chairman of the LEP Board and the nominated officer of LCC to attempt to resolve the dispute. Should agreement not be reached between the LEP decision and the Accountable Body, then the decision of the LEP will not proceed.

The LEP is currently subject to scrutiny arrangements through the LCC's Environment and Economy Scrutiny Committee.

The Chief Executive of Lincolnshire County Council is a Board Director of the LEP, and represents the Accountable Body, and the S151 officer attends LEP Board meetings in an observational capacity.

The Greater Lincolnshire LEP will:

- Formulate strategy, and policy, to further the LEP Company objectives
- Manage the oversight and delivery of projects
- Review and report to the LEP Board, Investment Board and or relevant Board in line with the Scheme of Delegation included within the Greater Lincolnshire LEP Assurance Framework and local enterprise partnership governance and transparency: best practice guidance, on funding applications
- Promote and manage project funding applications
- Maintain and manage a risk register to cover all areas of LEP activity on a regular basis
- Provide all information required by the Council in relation to management of FOI, Complaint and Audit processes
- Maintain a detailed audit trail of each stage of the assurance process.
- Ensure the LEP CX takes decisions in accordance with the scheme of delegation of the accountable body
- Ensure that funding decisions are in accordance with the policies and procedures set out in this Assurance Framework.
- Will ensure it complies with the 7 principles of public economic life and complies with accountable body requirements.

Role of the Section 151 Officer in respect of the Greater Lincolnshire LEP

Summary: The Section 151 Officer has financial and governance oversight of decisions made by all the Greater Lincolnshire LEP decision making Boards, on behalf of the Accountable Body. The Section 151 Officer is the [Executive Director of Resources at Lincolnshire County Council](#), and the Accountable Body is provided by Lincolnshire County Councils Enterprise Service Area.

Background: CIPFA have developed guidance on the role of the S151 Officer (<https://www.cipfa.org/policy-and-guidance/reports/principles-for-Section-151-officers-working-with-leps>). All LEP's and Accountable Bodies should ensure they meet the standards set out in the guidance.

- Enshrining a corporate position for the Section 151 Officer in LEP Assurance
- Creating a formal /structured mandate for the Section 151 Officer
- Embedding good governance into decision making
- Ensuring effective review of governance and
- Ensuring appropriate skills and resourcing

Role: The Section 151 Officer should ensure that their oversight of the proper administration of financial affairs with the LEP is carried out throughout the year. In addition to providing an assurance statement as part of the annual performance review by 28th February 2018 each years, the Section 151 officer is required to submit a letter to MHCLG Accounting Officer, which should include

- Details of the checks that the S151 Officer or deputies has taken to assure themselves that the LEP has in place the process that ensure proper administration of the financial affairs of the LEP
- A statement outlining whether, having considered all the relevant information , the Section 151 Officer is of the opinion that the financial affairs of the LEP are being properly administered and
- if not, information about the main concerns and recommendations about the arrangements which need to be implemented in order to get the LEP to be properly administered.
-

Principles

1 Enshrining a corporate position for the Section 151 Officer in LEP Assurance
The Chair and Chief Executive of the LEP shall work with the Section 151 Officer to agree an effective responsibility arrangement. This will include both parties agreeing to work together to seek a mutually agreeable resolution where disputes arise. The shared responsibility should be agreed and set out in the Local Assurance Framework, ahead of the Section 151 officer writing to the accounting officer of MHCLG as required in the National Assurance Framework.

The Section 151 Officer must also provide an Annual Assurance Statement on their work for the LEP over the last twelve months and their opinion with a specific requirement to identify any issues of concern on governance and transparency as part of the LEP's Annual Conversation with government - beyond this, they are free to delegate.

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The Section 151 officer shall be supported by the LEP and the accountable body to carry out such checks as are necessary to independently ensure the proper administration of financial affairs in the LEP.

Where the Section 151 Officer raises concerns or makes recommendations about changes required to ensure the proper administration of financial affairs, these shall be acted upon promptly by the LEP.

The Section 151 officer and Chief Executive/ chair acknowledge that proper administration of financial affairs continues throughout the year. Any improvements required should be clearly set out in the Local Assurance Framework action plan and monitored appropriately for delivery. Both have a role in identifying staff training needs to ensure compliant spend of funds and that all staff understand the governance and financial controls.

Creating a formal/structured mandate for the Section 151 officer

The LEP Board, and its supporting governance structure (where there are appropriate schemes of delegation), is the strategic body responsible for taking decisions on LEP business and LEP programme activity. Where concerns or improper financial administration are identified the Section 151 officer shall provide recommendations for improvements to be made. The LEP board shall be responsible for making changes to address the concerns in line with the recommendations following local discussion with the Section 151 officer in line with the agreed responsibility arrangement. Where the Board does not agree with the recommendations and no agreement on the way forward can be reached with the Section 151 officer, the matter shall be referred to MHCLG who will escalate as appropriate.

The Section 151 officer shall have the right to record an opinion if required on the financial implication and assessment of risk (such as delivery risks and cost overrun risks) in every board paper. The LEP board do not have to follow the Section 151 officer's advice above, but where they decide on a course of action which goes against that advice, the Board should indicate and record the rationale for not following it.

Section 151 officers (or their delegated representatives) should also be invited to attend all board meetings and board agenda setting meetings, but shall not be entitled to vote or otherwise make LEP decisions.

The LEP shall recognise that treasury management and borrowing is part of the role of the accountable body.

The Section 151 officer should ensure that there are the correct, established financial processes in place leading up to board decisions such that financial delegations are respected.

Where there are concerns about systemic financial problems this shall be raised with the Cities and Local Growth Unit. The Section 151 officer will work with the LEP to improve financial standards, and progress shall become a standing item in

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the board meetings until the Section 151 officer is satisfied that the issue has been resolved.

The 151 officer and the LEP should agree appropriate arrangements over the discharge of the functions of an Audit committee.

Embedding good governance into decision making

The Section 151 Officer working with the LEP Chair and Chief Executive should ensure that the LEP and accountable body has procedures in place to consider the financial implications of decisions before and during the decision making process rather than reviewing decisions afterwards.

LEPs and the Section 151 officer should agree the budget risks facing the LEP at the outset of the financial year, and review them on a frequent basis. The risk appetite should be understood by both the LEP and the Section 151 officer. The LEP shall provide the risk register to the Section 151 officer on each occasion that it is revised.

At the beginning of the budget year, the Section 151 officer should be entitled to comment on the adequacy of the budget plan. This should be provided by the LEP Chief Executive at the beginning of each financial year.

In addition, the LEP should set out their scrutiny arrangements in their Local Assurance Framework to make sure there is strong governance in place, and appropriate scrutiny procedures to support that governance.

If the dual role of the Section 151 officer results in a potential conflict of interest impartial advice should be sought to ensure transparency.

Ensuring effective review of governance

An internal audit plan should be agreed for the year, this plan should include a risk-based audit plan of LEP activity that will provide assurance to the Section 151 officer and the LEP board at appropriate points through the year. LEPs should ensure that there are arrangements for funding the internal audit activity.

The internal auditors of the accountable body may provide assurances to both the LEP Board and the Section 151 officer. Guidance on internal audit sets out the assurances to be provided and the reporting relationships to maintain audit independence.

Following a completed audit (by either internal or external audit) where there are comments that relate to the LEP they should be reported back to the board by the Section 151 officer and Chief Executive or their representatives and provided to the Cities and Local Growth Unit.

Where serious concerns are encountered during the year for example repeated non-compliance with financial requirements or fraud then the Section 151 officer shall promptly raise these with the Cities and Local Growth Unit. Local resolution should be the first mechanism to resolve disputes, if this has been unsuccessful it should be raised with the Cities and Local Growth Unit.

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Appropriate skills and resourcing

The Section 151 officer shall be given appropriate resources to carry out its functions in respect of the LEP, including audit where appropriate. LEPs and accountable bodies should frequently review resource needs, and consider if they are being appropriately met.

Underpinning good governance in the LEP model is an expectation of mutual support between the LEP and its accountable body.

There should be a culture of working that respects the Section 151 officer role of ensuring appropriate procedures are in place for scrutiny and financial rigour.

Arrangements in the Greater Lincolnshire LEP

Access to Information : The Section 151 Officer is provided with full access to all LEP documents and decisions in a timely manner to enact the responsibilities listed and ensure they are provided with the opportunity to raise questions and concerns. The S151 Officer or deputy, is an observer at the LEP Board, the Investment Board and the Finance and Audit Committee. Copies of all decision-making Board papers that include detailed performance reporting across all the LEP's activities are forwarded to senior management within the Accountable Body as a matter of course.

The S151 has delegated responsibility for overseeing and working with the LEP on day to day activities although the final sign-off of any documentation pertaining to the LEP rests solely with the Section 151 Officer.

The Accountable Body ensures, through the role of the Section 151 Officer, that LEP resources are subject to the usual local authority checks and balances which include the financial duties and roles imposed on Councils. All key finance decisions made on expenditure within a period will be reported to the LEP Board. This will be included in the Board papers and, as such, the Section 151 Officer will be able to view and provide comment on to the LEP Board.

The LEP also works closely with the Accountable Body on the financial due diligence of project investments, providing an additional layer of assurance to the Section 151 Officer and ensuring the LEP Board is appropriately advised in its independent decision-making process. The Accountable Body can exercise the power of veto over a LEP decision where this decision has the potential to expose them to legal or financial risk.

The Section 151 Officer submits a letter to the Ministry of Housing, Communities and Local Government (MHCLG) by the 28th February each year outlining that they are assured the LEP follows its Assurance Framework processes and procedures and is compliant with such as laid out. The levels of assurance to provide this are built up in -year through the mechanisms above, audits undertaken and regular meetings with LEP Officers.

The Section 151 Officer also provides a statement during the Annual Conversation review with Government opining on the governance and transparency of the LEP and outlining whether the affairs of the LEP are being properly administered. In

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the unlikely event that the Section 151 Officer is not of this view however, then they will provide information about the concerns together with recommendations and timescales about the arrangements that need to be implemented in order to rectify. This can be undertaken at any time during the year.



Greater Lincolnshire LEP Equality & Diversity Policy Statement

March 2019

Amendments in RED

Introduction

This Policy sets out Greater Lincolnshire LEP's commitment to equality and diversity.

Greater Lincolnshire covers a large physical area from the Humber to the Wash, comprising 10 local authorities, 44,000 businesses and representing over one million people.

In order to delivery significant growth and productivity gains, we aim to remove all barriers to achieving economic performance , resulting in tangible economic benefits to our businesses, residents, visitors, workforce and diverse communities.

Our diverse communities will benefit from strong economic growth and no community will be excluded from full participation in economic life and progress. The competitive advantage arising from local diversity will be harnessed to drive growth.

Diversity and equality issues impact everyone in the Greater Lincolnshire area and we are committed to removing barriers that might restrict people and we are positively working towards positive change.

What is Equality & Diversity?

Equality is enabling opportunity, access, participation and contribution on a fair and equal footing and ensuring that different groups are not disadvantaged when accessing services, employment or participating in public life in Greater Lincolnshire Equality is ensuring individuals or groups of individuals are not treated differently or less favourably, on the basis of their specific protected characteristic, including areas of race, gender, disability, religion or belief, sexual orientation and age.

Diversity is about the individual, understanding that each of us is different and making sure we respect and celebrate the variety of backgrounds, perspectives, value and beliefs. aims to recognise, respect and value people's differences to contribute and realise their full potential by promoting an inclusive culture for all.

Policy Aims

This policy aims to:

- Ensure that the LEP is clear about equal opportunity and that these are managed in a professional and lawful way.
- Set out the procedures the LEP will implement in relation to equal opportunities management

Commitment Required

Greater Lincolnshire is committed to achieving diversity and equality of opportunity as a commissioner of services and projects. **LCC is the host employer of the workforce, and together, this means doing** what we can to positively promote equality and diversity across the delivery of projects, programmes and services and within our workforce.

The Equality Act 2010 places a public duty on LCC and the Greater Lincolnshire LEP with which we must comply. It states that everyone has the right to be treated fairly and places legislation around nine protected characteristics: age, disability (including mental ill health), gender, reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Greater Lincolnshire LEP promotes equality of opportunity and does all it can to ensure that no member of the public, service user, employee, contractor or staff member working within a partner organisation will be unlawfully discriminated against.

The LEP commits to the following in line with the National Assurance Framework and the Greater Lincolnshire Local Assurance Framework:

- **Appoint a LEP Board Champion for Equality and Diversity**
- **Produce a equality and diversity policy statement which will be published and reviewed annually**
- **Ensure representation at Board and Sub-Board level is reflective of the local business community (including geographies, gender and protected characteristics)**
- **Produce an annual report to the LEP Board which monitors diversity at board level and sets out the steps the LEP is taking to ensure diversity in its engagement with local communities and businesses. The report should also make suggestions as to how improvements can be made during the year**
- **A commitment to ensure that by 2020 at least one third of members of LEP Boards are women with an expectation for equal representation by 2023**

Our Procedures

Employee selection, retention and promotion

Selection for board membership, employment, promotion, training or any other benefit will be on the basis of aptitude and ability. All employees are employed or on secondment to LCC, as the host organisation. All will be helped and encouraged to develop their full potential and the talents and resources of the LEP workforce will be fully utilised to maximise the efficiency of the organisation.

In commissioning, we will also meet our obligations under the Social Value Act, which requires people who commission, or buy, public services to consider securing added economic, social, environmental and well-being benefits for their local area. We will work with our partners locally to ensure that all project development, commissioning and tendering procedures support the following principles

- **Advancing equality of opportunity for people in our target groups**
- **Ensuring the elimination of unlawful discrimination, harassment and victimisation**

What will we do?

Greater Lincolnshire LEP will engage with all stakeholders and be inclusive and transparent in all communications. Our priorities and objectives mostly deliver an equality impact, for example, by targeting key sectors, priority groups, and local communities. In addition, we will work with our

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partners to ensure that all project development, commissioning and tendering procedures support the following principles:

- Advancing equality of opportunity;
- Showing our commitment to support women into enterprise and employment;
- Ensuring the elimination of unlawful discrimination, harassment and victimisation.

We will ensure barriers to equality are being proactively tackled at delivery level and in delivering our equality and diversity policy, we will:

- Assess the impact on equality as we develop our strategies, policies and programmes, and consider what actions, if any, may be appropriate to improve any identified adverse impacts;
- Monitor our social, environmental and economic impact and the impact on equality as we implement our strategies, policies and programmes;
- Be open and transparent and publish all information regarding our progress on achieving equality and diversity;
- Work in partnership with the range of local, regional and national organisations to create new and better actions;
- Provide excellent customer care by ensuring that services are provided by knowledgeable and well-trained staff who understand the needs of their communities;
- Promote best practice;
- Endeavour to recruit openly from our community so that the Board reflects regional diversity in terms of age, ethnicity, gender and disability. This measure will be assessed annually and the results produced for the Board;
- Ensure that all members of the Board and all employees have had equality and diversity training;
- Encourage applications from all diverse backgrounds to the Board or employment and we will ensure recruitment literature does not contain barriers to employment.

Responsibilities of the LEP Board and the Board Champion

The ultimate responsibility for our policy rests with the Greater Lincolnshire Board of Directors to ensure that there are systems in place to put this policy into practice on a day-to-day basis. The Board has appointed a Board Champion on Equality and Diversity who will report annually. **The role is as follows:**

- Review the current policy statement
- Present an annual report on the progress of the LEP in encouraging diversity and how improvements can be made.
- Produce a diversity statement explaining how the LEP will ensure representation at board and sub-board level which is reflective of the local business community (including geographies, gender and protected characteristics).
- The statement should also set out how the LEP will monitor diversity at board level and explain what steps the LEP is taking to ensure diversity in its engagement with local communities and local businesses.
- The diversity statement should include a commitment to ensure that by 2020 at least one third of members of LEP boards are women with an expectation for equal representation by 2023.

The Diversity Champion will:-

- Champion diversity and the effects of discrimination at the Board Level
- Identify areas in which the LEP can improve its efforts to be more inclusive.

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- Actively promote, celebrate and raise awareness of Equality, Diversity and Inclusion issues.
- Deal with queries as appropriate and take any equality matters to the LEP Directors Board.

The Chief Executive of the LEP will

- Feedback information on current Equality and Diversity legislation and guidance to the LEP Director /Board as relevant.
- Support and encourage engagement in all equality initiatives.
- Share and promote best practice.
- Support the Diversity Champion in the role
- Foster good relationships between all LEP boards, staff and stakeholders through events or training and ensure staff and boards are aware of their EDI responsibilities.

The LEP is responsible and accountable for the implementation of this policy and accompanying policies, both inside and outside the organisation, and for ensuring we fulfil our role in addressing diversity issues by promotion of this policy.

The Greater Lincolnshire LEP Board and team members will be made aware of their responsibility to challenge any unfair discrimination for reasons covered by equalities legislation. This policy will be reviewed every year and any recommendations and changes are to be agreed by the Board.

Current Appointments : Board Champion : Dean Father, Director
Name of Person responsible: Ruth Carver, Chief Executive

Greater Lincolnshire LEP Board Agreed: Version March 2019
Effective Date of Policy: March 2019 – March 2020

Policies and TORS for the Greater Lincolnshire LEP Planner

Corporate Governance - LEP Policies	Version	Last reviewed	Review date	Responsible Officer	LEP Board approval
Code of Conduct Policy – Board Directors, incorporating Declarations of Interest.	V1	March 2018	Compliant with NAF - As and when necessary	Ruth Carver	May 2019
Code of Conduct Policy – LEP Statutory, Staff and Advisory Boards	V1	N/A	Compliant with NAF - As and when necessary	Kate Storey	May 2019
Confidential Reporting Policy	V1	November 2018	Compliant with NAF -May 2020	Linsay Hill-Pritchard	May 2019
Enquires, Compliments and Complaints Policy	V1	February 2018	Compliant with NAF - May 2020	Linsay Hill-Pritchard	May 2019
Equality and Diversity Policy	V1	January 2017	March 2019	Linsay Hill-Pritchard	March 2019
Freedom of Information Policy	V1	March 2018	Needs refresh - May 2019	Linsay Hill-Pritchard	May 2019
Financial Interest Policy	V1	2017	May 2019 F&A then May 2019 Board	Linsay Hill-Pritchard	May 2019
Financial Reserves Policy	V1	2017	May 2019 F&A the May 2019 Board	Linsay Hill-Pritchard	May 2019
Travel and Hospitality Policy	V1	September 2014	May 2019	Kate Storey	May 2019
Whistleblowing Policy	V1	February 2018	Compliant with NAF May 2020	Linsay Hill-Pritchard	Feb 2021
Privacy Policy	V1	May 2018	May 2020	Kate Storey	
Role of S151	V1	NEW	March 2019	Linsay Hill-Pritchard	March 2019
Accountable Body Role	V1	NEW	March 2019	Linsay Hill-Pritchard	March 2019
Scheme of Delegation	V1	NEW	March 2019	Ruth Carver	March 2019
Policy for the appointment of Board Directors, Chair, Vice Chairs, Strategic advisory boards and members	V1	November 2018	Compliant with NAF - May 2019 – need Members criteria	Ruth Carver	May 2019
Board documents					
LEP Directors Board					
Recruitment Pack	V1	November 2017	March 2019	Ruth Carver	n/a
Terms of Reference	V1	October 2017	May 2019	Ruth Carver	May 2019
Role of Chair	V1	NEW	March 2019	Ruth Carver	March 2019
Role of Deputy Chairs	V1	NEW	March 2019	Ruth Carver	March 2019
Investment Board					
Terms of Reference	V1	September 2014	May 2019	Ruth Carver	May 2019

Appointments Committee					
Terms of Reference	V1	September 2014	May 2019	Ruth Carver	May 2019
Finance & Audit Committee					
Terms of Reference	V1	September 2014	May 2019	Ruth Carver	May 2019
ESIF Committee					
Declarations of Interest (Individual)	N/A	Held by Managing Agent (MHCLG)	Updated by Managing Agent (MHCLG)	Susannah Lewis	
Terms of Reference	V1	September 2014	Not stated	Ruth Carver	
Employment & Skills Board					
Declarations of Interest (Individual)	N/A		April 2019	Clare Hughes	
Terms of Reference	V1	March 2018	March 2019	Ruth Carver	March 2019
Growth Hub Board					
Declarations of Interest (Individual)	N/A	March 2015	April 2019	Samantha Harrison	
Terms of Reference	V1	June 2015	Not stated	Ruth Carver	
Manufacturing Board					
Declarations of Interest (Individual)	N/A	NEW	April 2019	Samantha Harrison	
Terms of Reference	V1	NOT DATED	NOT DATED	Samantha Harrison	
Visitor Economy Board					
Declarations of Interest (Individual)	N/A	NEW	April 2019	Nicola Radford	
Terms of Reference	V1	September 2017	September 2019	Ruth Carver	
Water Management Board					
Declarations of Interest (Individual)	N/A	NEW	April 2019	Ruth Carver	
Terms of Reference	V1	November 2018	November 2020	Ruth Carver	
Food Board					
Declarations of Interest (Individual)	N/A	NEW	April 2019	Ruth Carver	
Terms of Reference	V1	Summer 2019	Summer 2019	Ruth Carver	
Innovation Council					
Declarations of Interest (Individual)	N/A	NEW	April 2019	University of Lincoln	
Terms of Reference	V1	Summer 2019	Summer 2019	University of Lincoln	
Other documents					
Articles of Association	V1	September 2014	March 2019	Ruth Carver	
Local Assurance Framework	V2		March 2019	Lindsay Hill-Pritchard	

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Local Assurance Framework

1 Summary

- 1.1. Each year the Greater Lincolnshire LEP is required to update its Assurance Framework to ensure robust, transparent and effective governance arrangements are in place.
- 1.2. The draft Assurance Framework 2019 has been prepared in response to Government guidance. The assurance framework sets out how the LEP will use public money responsibly, make robust decisions, achieve best value for money and act in an open and transparent way.
- 1.3. It explains the LEP structures and Boards that make decisions, outlines the policies and procedures that are in place to support decision making and monitor delivery of LEP Funded projects and schemes and how the LEP will publish information.

2 Background

- 2.1. We are required to update the existing framework, to be published in April 2019, ensuring it complies with the requirements of the National Assurance Framework (December 2018), Non-Executive Director Review into LEP Governance and Transparency (the Mary Ney Review - October 2017) including those addressed by the LEP Governance and Transparency Best Practice Guidance (published in January 2018) and the recommendations from Strengthened Local Enterprise Partnerships (July 2018) following the Ministerial review thus providing a structure for strong and transparent governance for the delivery of all government funding flowing through the LEP.
- 2.2 Each LEP Local Assurance Framework must:
 - a. Set out the LEP's structure, and decision-making processes
 - b. Provide information on how the LEP manages its programmes, funding streams and any associated contracts, including the Local Growth Fund, City Deals and Enterprise Zones (where applicable);
 - c. Provide information on the LEP's arrangements for ensuring value for money
 - d. Set out the LEP's approach to risk.
 - e. Set out how calls for bids or projects are advertised openly and that selection criteria and selection processes are transparent;
 - f. Set out how the LEP will conduct ongoing local engagement
 - g. Ensure the transparent publication of financial information
 - h. Set out how the LEP ensures open recruitment processes
 - i. Ensure appropriate succession planning and arrangements for the resignation of Board Members;
 - j. Implement an induction process for new members of the LEP Board and LEP Officers;
 - k. Set out how the LEP manages conflicts of interest

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Local Assurance Framework

- l. Set out the LEP's commitment to diversity
 - m. Set out the processes the LEP has put place for handling data
 - n. Set out the LEP's overarching approach to dealing with complaints and whistleblowing, including linking to the relevant policies
 - o. Complaints for Third Parties and Whistleblowing); and
 - p. Provide information on LEP scrutiny arrangements
- 2.3 The 2018 assurance framework was already broadly compliant with the new guidance however we worked with our Accountable Body's internal audit function who identified areas that should be added and/or strengthened. Changes have focused on:
- Inclusive and collaborative working
 - Outlining roles and responsibilities clearly
 - Transparent publishing of Information
 - Approach to risk
 - Improving diversity
 - Accountability for decisions and public funds
- 2.4 Paper 6.1 provides the board with the draft Greater Lincolnshire LEP Local Assurance framework. Work is ongoing to fully format the document and ensure all the correct Links and Annexes are included.

3 Recommendations

- 3.1 The LEP Board are asked to Review and approve the publishing of the revised Local Assurance Framework 2019.
- 3.2 We seek endorsement from the board for the secretariat to be able to action necessary final changes prior to publishing.

Local Growth Assurance Framework

Version X

Greater Lincolnshire Local Enterprise Partnership
April 2019

This document/publication is also available on our website at
www.greaterlincolnshirelep.co.uk

If you have any enquiries regarding this document/publication, contact us at:

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For all our latest news and updates please sign up to our newsletter

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Executive Summary

The Greater Lincolnshire LEP (GLLEP) Assurance Framework details how the GLLEP and its Accountable Body (Lincolnshire County Council) is working with Government to provide assurances and transparency in developing robust value for money projects and programmes, making decisions and spending government funds. The framework currently covers the Growth Deals announced in July 2014, January 2015 and March 2017, but will also apply to future growth deal allocations.

European funding streams and projects are covered separately within the GLLEP *EU Structural and Investment Strategy 2014-20*.

GLLEP recognises the importance of not using public funding to secure the service of lobbyists demonstrating commitment to the principles identified within this Assurance Framework.

The purpose of the GLLEP is to provide strategic leadership and develop a long term vision of the GLLEP Region's economy, providing strategic insight on the challenges and opportunities facing the area by setting, reviewing and refining the Strategic Economic Plan (SEP).

We:-

- Champion the GLLEP Region's economic vision and promote bold solutions;
- Communicate with the business community and other partners around economic growth;
- Share knowledge practice and intelligence within the GLLEP region and;
- Allocate resources to deliver economic growth, secure finance and encourage local and national bodies to match resources to achieve the GLLEP region's ambitions.

This assurance framework details how the Greater Lincolnshire Local Enterprise Partnership (GLLEP) complies with the requirements of the:

- National Assurance Framework (December 2018),
- Non-Executive Director Review into LEP Governance and Transparency (the Mary Ney Review - October 2017)
- LEP Governance and Transparency Best Practice Guidance (published in January 2018)
- Strengthened Local Enterprise Partnerships (July 2018)

Introduction

Purpose of the Assurance Framework

1. The aim of this document is to set out how the Greater Lincolnshire LEP will use public money and how it operates transparently, with accountability and provides value for money. It has been developed following the release of Governments revised National Local Growth Assurance Framework (December 2018) which informs Local Enterprise partnerships (LEPs) on what should be included within their local assurance frameworks.
2. This revised framework builds on the previous LEP Local Assurance Framework (February 2018) and seeks to implement a common framework of understanding of the assurance required for local growth funding.
3. This assurance framework details how the Greater Lincolnshire Local Enterprise Partnership (GLLEP) complies with the requirements of the National Assurance Framework (December 2018), Non-Executive Director Review into LEP Governance and Transparency (the Mary Ney Review - October 2017) including those addressed by the LEP Governance and Transparency Best Practice Guidance (published in January 2018) and the recommendations from Strengthened Local Enterprise Partnerships (July 2018) following the Ministerial review providing a structure for strong and transparent governance for the delivery of all government funding flowing through the LEP.
4. It is approved and signed off by the GLLEP Board and takes effect from 1 April 2019.
5. It will be reviewed annually and any significant changes will be detailed as part of version control.
6. It should be viewed in the context of the Accountability Systems Statements for both Local Government and the Local Growth Fund which provide assurance to Government for how Local Growth Funds and wider funding routed through Local Government are allocated, and that there are robust local systems in place to ensure resources are spent with regularity, propriety, and value for money.
7. The LEP commit to updating the document in line with any further changes to the National Assurance framework or local processes.
8. The Greater Lincolnshire Local Enterprise Partnership (LEP) is registered as a company limited by guarantee with company number: 09223395, and is a regulated company in respect of the Local Authority Members.
9. The company was incorporated with Companies House in September 2014 and complies with all statutory requirements. The registered office is County Offices, Newland, Lincoln, LN1 1YL.
10. The secretariat to the LEP is seconded from the Accountable Body (Lincolnshire County Council). The LEP is allocated a designated office space on Floor 2 at Lancaster House,

36 Orchard Street, Lincoln, LN1 1XX. LEP staff work directly to the Board of Directors and not the Accountable Body.

The Seven Principles of Public Life

11. The Seven Principles of Public Life (the Nolan Principles) underpin this Framework. We will comply with the spirit of these principles and ensure that all board members and staff are upholding the highest standards of conduct and operating according to these principles and are ensuring robust stewardship of the LEP resources.

- **Selflessness** - Greater Lincolnshire LEP will act solely in terms of public interest.
- **Integrity** - Greater Lincolnshire LEP Board Members and employees will avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. Board members will not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends, always declaring any conflicts of interest/relationships.
- **Objectivity** - Greater Lincolnshire LEP will act and take decisions impartially, fairly and on merit, using the best evidence, without discrimination or bias.
- **Accountability** - Being accountable to the public for its decisions and actions Greater Lincolnshire LEP will undergo regular scrutiny to ensure that it continues to work objectively.
- **Openness** - Greater Lincolnshire LEP will act and take decisions in an open and transparent manner. We will publish all minutes and decisions on our website, and will not withhold information from the public unless there are clear and lawful reasons for so doing.
- **Honesty** - Greater Lincolnshire LEP will be truthful at all times.
- **Leadership** - Greater Lincolnshire LEP Board members and officers will exhibit all 7 principles in their own behaviour at all times. They will promote and robustly support the principles, and will challenge poor behaviour wherever it occurs.

LEP Governance

12. The LEP and its governance structures set the vision and outcome that steer the allocation of resources and ensure that we continue to deliver against our strategic objectives.

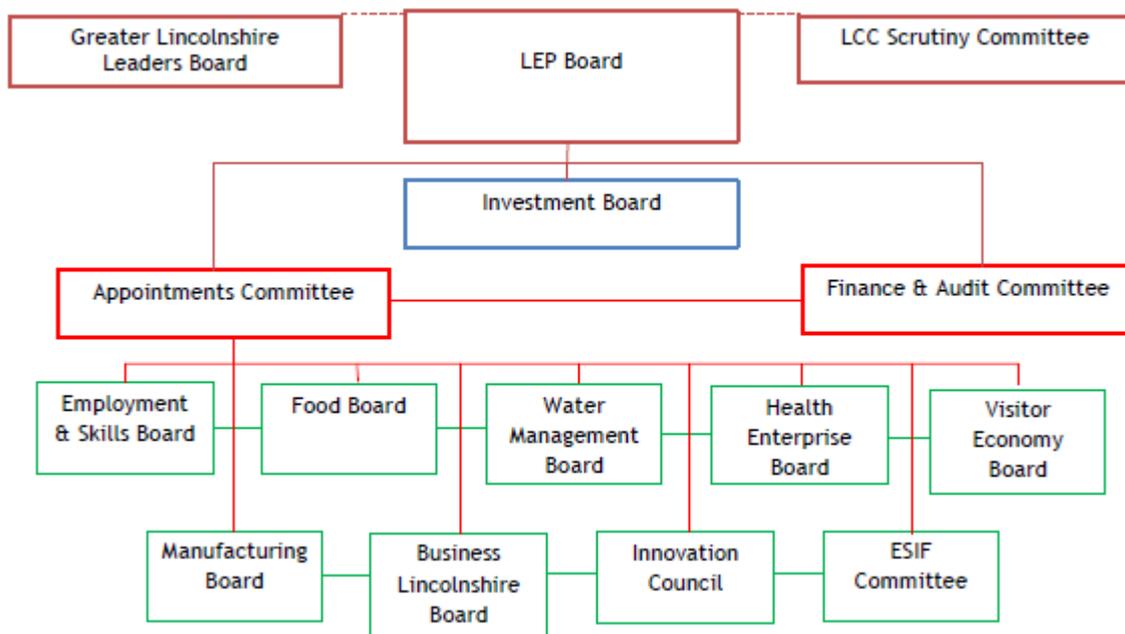
13. The GLLEP Board has formed a company limited by guarantee. It will work closely with local government and other partners to ensure effective communication, strategy and delivery.

14. The GLLEP Board is supported by a Finance and Audit Committee; an Appointments Committee to ensure adequate scrutiny and clarity on decisions that have been taken; an Investment Board to agree strategic programmes for commissioning activity and to approve projects; and an Employment and Skills Board to consider activity in relation to

employment and skills and to make recommendations to the GLLEP Board and/or Investment Board. GLLEP reports to the Lincolnshire County Council Environment and Economy Scrutiny Committee on a regular basis and works closely with the Lincolnshire Leaders Group

15. The GLLEP Board is also supported by strategic and advisory forums covering: water management; housing; visitor economy; agri-food; manufacturing; infrastructure and housing and takes expert advice from the Accountable Body and/or commissions expert opinion on strategic issues as and when required. The GLLEP Board seeks Accountable Body authorisation in relation to legal, financial, process and resource related decisions.

16. The chart below sets out the top level governance structure and we have detailed each groups respective roles and responsibilities.



Greater Lincolnshire LEP Board (Ltd Co)

17. - Members of the GLLEP Board are also Directors of GLLEP Ltd. The purpose of the GLLEP Board (Ltd Co) is to fulfil the role within the GLLEP region of a Local Enterprise Partnership in accordance with any statutory requirements or guidance at any given time and:-

- To provide strategic leadership and develop a long term vision of the GLLEP Region’s economy, providing strategic insight on the challenges and opportunities facing the area by setting, reviewing and refining the Strategic Economic Plan
- Champion the GLLEP Region’s economic vision and promote bold solutions;
- Communicate with the business community and other stakeholders around economic growth;

- Share knowledge practice and intelligence within the GLLEP Region; and
- Allocate its resources to deliver economic growth, secure finance and encourage local and national bodies to match resources to achieve the GLLEP Region's ambitions.

18. A full up to date list of LEP Board membership can be found by clicking [\(Here - Link\)](#)

Investment Board

19. The remit of the Investment Board is to ensure a commissioning approach is taken to develop programmes and projects to deliver the Strategic Economic Plan. This will be achieved through:-

- Provision of a strategic assessment of proposed bidding rounds (Invitations to Apply for Grant Funding - IAGFs);
- Provision of a final strategic assessment of projects and recommendations to the GLLEP Board on which projects should be approved for funding;
- Monitoring, approving and reporting to the GLLEP Board the progress of projects in delivering outputs and other performance indicators including spend.
- Democratic accountability (members representing public and private sector)

20. The Investment Board will act as the strategic steer to support the ESIF Committee in its recommendations to the Managing Authority on the separate EU funding. The ESIF Committee will meet independently to the Investment Board to oversee the delivery of the detailed ESIF Strategy and communicate this back to the Investment Board.

21. The Investment Board consists of a selection of members from the main LEP Board and a list can be found [\(here Link\)](#).

22. The Committee supports the delivery of the £123m European funding allocation to deliver the GLLEP ESIF Strategy. The ESIF Committee is a sub-committee of the England Growth Programme Board (GPB). They support the GPB's role in considering overall Operational Programme performance by specifically looking at and advising on the local, on-the-ground implementation of it, via project calls, applications and ongoing implementation.

23. The Committee also assists the EAFRD Managing Authority and the GPB by providing advice where those activities are relevant to EAFRD spend, which is part of the ESIF Funds Growth Programme. Where there are differences of detail in the arrangements or procedures for the EAFRD Growth Programme, these are spelled out separately by Defra to the ESIF Sub Area Committee trades union, education and others. This Committee is responsible for advising Managing Authorities on projects meeting EU funding criteria to the Investment Board.

24. The Chair of the ESIF Sub-Area Committee is a Board Director on the GLLEP Board.

Details of the ESIF Sub-Area Committee can be found at:- [\(LINK\)](#)

Finance and Audit Committee:

- 25. The primary purpose of the Finance and Audit Committee is to assist the GLLEP Board in ensuring that the company maintains satisfactory financial systems and systems of financial and operational control, and that any published financial reports comply with statutory requirements.
- 26. The Terms of Reference for the Finance and Audit Committee, along with the membership, are published on the website. [\(Link\)](#)

Appointments Committee:

- 27. The Appointments Committee’s principal remit is to manage the process for appointing Directors and Company Members to the GLLEP as set out in the Company’s constitution, and produce recommendations for Company Members to consider. Membership consists of the Chair of the Finance Committee, Chair of the Employment and Skills Board and the Chair of the GLLEP. The appointments process can be found [\(Link\)](#)

GLLEP governance partnerships

- 28. Strategic Advisory Groups have been established to support the decision making of the LEP. They are LEP agenda led, but having input from the public, private, and third sectors having the remit of a variety of key themes including; key sector and business development; employment and skills; innovation; and place as set out in the Partnership chart below.

LEP AGENDA	
STRATEGIC ADVISORY GROUPS	SECTOR PLANS AND STRATEGIES
Greater Lincolnshire Employment & Skills Board	Skills
Visitor Economy Board	Destination Management Plan
Food Board	Agri Food
Manufacturing Board	Manufacturing
Innovation Council	Innovation*
Growth Hub Governance Board	-
Greater Lincolnshire Nature Partnership	-

Water Management Board	Water Management Strategy
Housing & Infrastructure Group	Transport Strategy and Housing (discussion document)

29. Add in (links) to website on each group to detail role, terms of reference responsibilities.

GLLEP Secretariat

30. The LEP board and Strategic advisory groups are supported by the GLLEP Secretariat who provide administrative, secretariat and policy functions. The Secretariat currently consists of:-

- | | |
|-------------------------|----------------|
| • LEP Director | Ruth Carver |
| • LEP Manager | Clare Hughes |
| • LEP Officer | Kate Storey |
| • LEP Housing Advisor | Cathy Jones |
| • LEP Programme Manager | Halina Davies |
| • LEP Research Manager | James Baty |
| • LEP PA | Sue Groves |
| • Project Officer | Laura Spittles |

31. Administration - This provides administrative support for the GLLEP, including managing meetings, agendas, recommendations on funding allocations, financial management and reporting, appraisal, legal and procedural systems, minutes taking, handling correspondence, day to day point of contact, gatekeeper, recruitment, co-ordination and management of any contracted services including PR, design and consultancy, media enquiries and management.

32. Secretariat - Co-ordination of government initiatives such as Growth Deals, Growing Places Fund and Regional Growth Fund, managing funding enquiries, co-ordination or response where necessary on consultations, briefing to partners and stakeholders. Bringing together policy, academic and business expertise to inform and shape LEP thinking.

33. Research and Policy - The Secretariat organises LEP policy advice, analysis and briefings from within the local authorities and wider. This is co-ordinated through the LEP Officers Group which includes representatives from North East Lincolnshire, North Lincolnshire, Lincolnshire County Council (LCC - various departments), BEIS (Business, Energy and Industrial Strategy) and HE (Homes England - formerly the Homes & Communities Agency)

34. Local authorities, higher and further education providers, and the third sector in Greater Lincolnshire all have a strong track record in delivering major schemes and will continue to do so under the strategic lead of the GLLEP.

35. There is a strong relationship between the GLLEP's leadership of local economic development and that of local government. The GLLEP works closely with local authority partners to ensure that the democratic representation of local citizens through councils is reflected in the GLLEP Board and local strategies are aligned.

Greater Lincolnshire LEP Officers Group

36. The Greater Lincolnshire Officers Group comprises senior officers from all 10 local authorities; the LEP; government representation from DfT and BEIS; and key stakeholders including Environment Agency and Homes England. The role of the Greater Lincolnshire Officers Group is to share knowledge and best practice and provide strategic advice to the GLLEP Board.

GLLEP Partnership Statement

37. The GLLEP has developed a partnership Statement with the Accountable Body (Lincolnshire County Council (LCC):-

- Secretariat support to the LEP
- Expert advice and staffing resource Financial services
- Financial audit services
- Research and data services
- Legal services
- Procurement

38. This also incorporates use of robust Accountable Body policies (LCC policies can be viewed online [LINK](#)) covering:-

- Financial procedures and practice
- Funding drawdown and claw back
- Information governance (FOI/ Conflict of interest/ data protection/ complaints/ environmental/ notifications)
- Local government transparency code.

GLLEP Members Agreement

39. The Members are subscribers to the Memorandum of Association with the purpose to:-

- Participate as Members in the Company
- Agree to enter into the Members Agreement for the purpose of regulating their relationship and their dealings with each other
- Meet the Eligibility Criteria
- Be admitted to membership from time to time in accordance with the Company Articles

40. GLLEP Ltd now includes membership from the following organisations:

- District Councils
- Lincolnshire County Council
- North and North East Lincolnshire Councils
- Lincolnshire NHS
- Environment Agency
- Private sector Director organisations
- University of Lincoln
- Bishop Grosseteste University
- FE representation
- Community sector representation
- Lincolnshire Chamber of Commerce

Induction and Training

41. An induction process for new board members following endorsement by the Director's Board is in place and completes the following process.

42. Part 1 Receipt of an E-welcome pack to include; LEP Articles; Directors Code of Conduct and Declaration of Interest forms; Terms of Reference; links to governance and other sector-specific areas on the website; provided with annual Board meeting dates and venues; and an invitation to attend an induction.

43. Part 2 New Directors are welcomed to the LEP offices and introduced to relevant staff. Directors are asked to bring their completed declarations to the induction meeting and are then taken through an introduction to the LEP.

44. Hard copy packs are provided with the latest key documents to include the Strategic Economic Plan and the Local Industrial Strategy. New Directors are given a short history of the LEP, its activity and future direction to include an overview of the company structures and governance, and a walk-through of the website.

45. They are briefed on the importance of their responsibilities, of making regular declarations and in maintaining updated records. They are additionally informed of any areas of focus they are likely to be involved in and asked to provide a short biography and photograph for the website. LEP Directors are supported directly by the LEP Director and by LEP staff on specific areas as appropriate.

Equality and Diversity

46. GLLEP has its own equality and diversity policy statement in place which is located on the GLLEP website. ([insert Link](#)). The policy statement outlines the commitment that the LEP board has to equality and diversity and its compliance with the National Assurance Framework for LEPs and MCA's.
47. A Board level equality and diversity champion is appointed, whose role is to advise the board on progress against the targets within the LEP review on equality at board and sub board level, and to bring an annual report to the LEP Board to review progress and recommend improvements for the forthcoming year. The policy statement is reviewed annually.
48. By creating an accepting and inclusive culture we will reduce the chance of discrimination, and allow LEP board members and staff to feel welcome, safe and valued. Transparently diverse and welcoming organisations also attract more of the best talent and will be the reason which Directors and staff choose to work in the organisation.

Publicity and Branding Guidelines

49. The LEP has a clear process in place for publicising projects and ensuring that government branding requirements are adhered to. This is important because HMG Government provides Growth Deal funding to the Greater Lincolnshire area via the LEP and using appropriate Government branding recognises this partnership, while increasing the profile of local projects. The branding helps promote projects funded via the Local Growth Fund, and other UK Government/LEP funded schemes. We collaborate with grant/loan recipients and Government on external communications opportunities as they arise.
50. All grant recipients are expected to adhere to strict guidance when promoting schemes supported by the Local Growth Fund and have been provided with GL LEP Communication Guidelines that need to be applied when considering any event, social media post, construction site board advertising, press release or launch event.
51. Greater Lincolnshire LEP also produces bespoke plaques for schemes that include buildings/structures/locations where they can be prominently displayed. Once a project is completed (or about to be completed) a plaque is provided by the LEP to the project applicants to be erected.
52. The branding guidelines can be reviewed at [Appendix X](#).
53. In addition, the LEP produces monthly milestone reports to BEIS regarding project

launches/events taking place, potential site visits, and media engagement ,and a copy of this template can be seen in **Appendix x.**

Transparency

Code of Conduct and Conflicts of Interest

54. The following provisions shall apply to members of all GLLEP decision making Boards:-

- Registers of Board Members' Interests are maintained and published. These are updated after each Board Meeting.
- All Board members sign a code of conduct.
- In the event that there is a conflict of interest the person 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
 - ❖ have access to papers or information in relation to that conflict

55. The Chair and/or Vice Chair can 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 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.

56. The GLLEP Code of Conduct and individual Registers of Interest can be found at the following **links**

Publishing of Information

57. As part of its transparent decision making the LEP publishes all Board papers, meeting minutes and agendas. These can be accessed from the front page of the GL LEP website via a bespoke button at the top right hand side of the screen, or by clicking on the following link: <https://www.greaterlincolnshirelep.co.uk/about/boards/lep-board/>

58. The LEP recognises the importance of openly sharing its board discussions regarding strategy, policy, use of government funding, project progress and delivery, be it in relation to formal decision processes or general debate.

Freedom of information/Environmental Regulation

59. In conjunction with its Accountable Body, GLLEP responds to all Freedom of Information and Environmental Information Regulation requests in line with relevant

legislation.

Enquiries, Compliments and Complaints Procedure

60. An Enquiries, Compliments and Complaints procedure is in place for the LEP and is available for perusal on the GLLEP website <https://www.greaterlincolnshirelep.co.uk/documents/greater-lincolnshire-lep-enquiries-compliments-and-complaints-procedure/>

Whistleblowing Policy

61. The LEP also has a formal whistleblowing policy in place which can be found at: <https://www.greaterlincolnshirelep.co.uk/documents/whistleblowing-policy-feb-2018>

62. This policy outlines the process to follow for a Discloser when reporting a perceived wrongdoing within the Greater Lincolnshire LEP, including something they believe goes against the core values of Standards in Public Life (the Nolan Principles) and the Code of Conduct for Greater Lincolnshire LEP Board Members and staff.

Conforming with Legislation

63. GLLEP ensures that all of its activities conform to relevant law including state aid and public procurement rules. Regular internal and external audits assess that guidance and legislation has been adhered to accordingly.

Dealing with Legal Challenges

64. GLLEP is represented by Wilkin Chapman Solicitors on all legal matters and benefits from LCC legal services advice and support for the contracting of projects as required.

65. Wilkin Chapman are instructed to carry out the following work:

- Advising on the AGM and preparation of notices, proxy forms and minutes;
- Filing annual returns with Companies House;
- Filing returns and accounts as and when required;
- Preparation and review of pro forma advice on duties and responsibilities of directors; and
- Advice on corporate governance and any other legal issues as and when required.

Confidential Papers and Legal Proceedings

66. The LEP may decide to withhold “confidential information” under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. Circumstances include:

- Information provided by a government department on terms which forbid the disclosure of the information to the public;
- Where disclosure to the public is prohibited by a court or;
- Where the Local Enterprise Partnership holds “exempt information” under Schedule 12A of the Local Government Act 1972. This includes information relating to an individual, relating to the financial or business affairs of a particular person, negotiations, labour relations, legal professional privilege and in connection to the investigation or prosecution of a crime.

67. GLLEP has a clear process in place for confidential proceedings and papers, procuring legal advice as required. A full record is kept by the LEP in case these decisions need to be scrutinised in the future.

68. Confidential Papers are circulated in confidence to Board members 7 days in advance of the relevant meeting and are retained on the LEPs file management system only for up to 5 years.

69. Information and correspondence for any legal proceedings relating to the LEP or its projects is shared with the GLLEP Board or Investment Board accordingly and is then retained confidentially on the file management system for up to 5 years. This includes any formal decisions relating to the proceedings made by the GLLEP. Deadlines for any required legal responses are strictly adhered to.

Data

70. The LEP understands the requirements to handle and protect data in a manner compliant with the Data Protection Act and General Data Protection Regulation (GDPR). For more information on our privacy statement click [\(Here Link\)](#)

Local Engagement

Key Stakeholders

71. Communication with our business community and stakeholders lies at the core of the Greater Lincolnshire LEP. Our main objective is to be the voice of the private and public sector community and ensure that the economic interests of the area are properly represented.

72. Our dedicated website www.greaterlincolnshirelep.co.uk is our primary communication tool and is focused on core LEP priorities, activity, strategies and achievements.

73. We also have a bespoke dedicated web site aimed directly at our business community www.businesslincolnshire.com and a new award winning website which allows users to create tailored content to showcase the best things about living, working, visiting and investing in Lincolnshire at www.promotelincolnshire.com

74. The table below provides an overview of our key stakeholder Local engagement:

Stakeholders	Our stakeholder list continues to grow and is currently made up of; private sector businesses, local authorities, third sector and voluntary organisations, academics and education providers, government and local government departments, elected councillors and MPs, and trade organisations.
LEP Strategic boards	The LEP has ten strategic boards made up of expert members of Greater Lincolnshire's priority sectors and themes. These board members received monthly communications, invitations to events, and are called upon to undertake task and finish activity or to speak or to make recommendations on activity in their area of knowledge. We now have over 120 men and women from the private sector across all of our boards who are recognised as important ambassadors for LEP activity.
Local authorities	The Greater Lincolnshire LEP Directors' Board includes the political leaders of the LEP area's three upper tier authorities (Lincolnshire County, North Lincolnshire and North East Lincolnshire) as well as representatives from the Lincolnshire Districts. In addition, senior officers meet regularly with LA Leaders and elected representatives across the LEP area, to ensure areas of importance to local authorities are captured and addressed, and to ensure strategic activity is aligned.
Business	At the heart of economic growth lies a supportive and proud business community, willing to champion our diverse and flourishing area and eager to support each other and nurture collaborative working
Team Lincolnshire	The Team Lincolnshire initiative is that all members become ambassadors for the region, fuelling our economy and securing our future. Team Lincolnshire represents the private and public sector working together across all sectors, and it is widely recognised that collaborating together to promote the area gives us a much stronger and passionate voice.
MP's	The LEP had developed a Local MPs Engagement Plan to allocate and align Board Directors to build relationships and encourage dialogue and engagement.
Third party	Through the board and officers, the LEP has strong partnership relationships with SME bodies, the Lincolnshire Chamber of Commerce, IOD, CBI, EEF and other relevant third party and trade organisations.

Direct Engagement Activity

Live Events and Conferences and Exhibitions

75. The Greater Lincolnshire LEP has one key annual stakeholder-focused event; the LEP Conference, which provides an overview of annual activity and achievements and provides the opportunity for dialogue, challenge and critique alongside acclaimed keynote speakers, and the chance to showcase new technology and innovations.
76. The LEP also delivers a number of sector specific events to include the Manufacturing Conference and Visitor Economy Conference, the MIPIM property show with the Midlands Engine to attract inwards investors and Team Lincolnshire activity across the UK, and also exhibits at local business events.

Annual General Meeting

77. The AGM is the LEP's statutory company event which is held annually in the summer and invites voting company members to an overview of the activity and financial statement for the previous year.

Publications

78. A number of key sector and priority theme strategies and plans have been published including; The Strategic Economic Plan (refresh Spring 2016); Water for Growth; Agri-food Sector Plan (refresh 2017); Manufacturing Sector Plan; Health and Care Sector Plan; Utilities Report; Energy Strategy; Hotel Study; and the LEP Annual Report.

PR, Communications and Media Channels

79. In addition to the LEP website described above, the Greater Lincolnshire LEP publicly distributes regular newsletters, press releases, social media updates, website updates and other information on its activities, and to publicise funding opportunities or calls for activity or evidence. This service is contracted to a professional PR supplier to ensure maximum reach, interaction, and engagement.

Newsletters

80. Registered recipients of LEP news receive a quarterly e-shot newsletter along with invitations to targeted events and workshops. Sector and theme specific newsletters are further developed as necessary to include; Team Lincolnshire and; the Skills Spotlight with others in the pipeline.

Press Releases

81. Regular press releases are promoted to the media and published on the website. The LEP also pitches specific stories and blogs to the press where relevant.

Marketing Campaigns

82. Growth in the LEPs marketing activity has resulted in specific marketing campaigns being undertaken to achieve particular goals. This includes; the newly branded LEP Conference, a Call for Evidence for the Local Industrial Strategy; and a successful targeted board member recruitment drive aimed at increasing female membership.

Social Media

83. Social Media is an important tool for the LEP and we are increasing our engagement with followers to; Twitter; Facebook Live; and LinkedIn.

Cross-LEP working

84. There are a number of areas where Greater Lincolnshire LEP works closely with other LEPs. These include:

- Midlands LEP Chair meetings which take place twice a year
- Midlands LEP Chief Executives meetings which take place once a quarter
- Midlands Engine Groups which take place once a quarter
- East Midlands Chairs meeting which takes place once a quarter
- East Midlands Chief Executives which takes place once a quarter

85. As part of the LEP network, where wider best practice is shared and fed back in by LEP Officers attending meetings, this is at the Chief Executive level, skills leads, communications leads, data leads and sector specific groups such as Food and Drink Sector Council LEP Network.

86. Collaboration agreements in the form of MOU's are being developed with neighbouring LEP's such as Greater Peterborough and Greater Cambridgeshire LEP, and the Humber LEP.

87. The LEP Secretariat liaise and consult with the relevant officers of other LEP's whenever a project spans LEP boundaries or a mutual interest in delivery exists. Formal practices will be set out as the project progresses. The LEP Secretariat will report to the Board on an annual basis outlining the collaboration that has taken place with other LEPs and also set out the opportunities for further collaboration.

Accountable Body

88. Lincolnshire County Council has agreed to act as the Greater Lincolnshire LEP's accountable body function. The accountable body shall provide the following services:

- Expert advice and staffing resources
- Financial services
- Financial Audit services
- Research support
- Legal support

- Procurement framework and advice.

89. This also incorporates use of robust accountable body policies covering:-

- Financial procedures and practice
- Funding drawdown and clawback
- Information governance (FOI, Conflicts of interest, data protection, complaints)
- Local government transparency code

90. In delivering its overall service the accountable provides the following functions to the LEP.

- a) A finance function involving holding public funds paid by Government on behalf of the LEP
- b) An oversight function, ensuring public funds are handled in line with relevant procedures and grant conditions and that funds are used with propriety, regularity and deliver value for money. This includes an oversight function of the processes such as LEP governance and transparency arrangements compliant with that National and Local Assurance Framework, and agreement on scrutiny arrangements, to ensure that the checks and reporting requirements of the Section 151 Officers are met, this includes retaining appropriate documentation on decision around funding and project monitoring and evaluation.
- c) The Accountable Body is also responsible for escalating concerns around non-delivery and/or mis-management. Where this cannot be resolved at the local level, the Accountable Body should report any concerns to the Cities and Local Growth unit through localgrowthassurance@communities.gov.uk and
- d) A support function providing technical advice on the relevant law discussing risks associated with pursuing a particular course of action for the LEP Board to consider and drafting funding agreements and contracts.

Role of the Section 151 Officer in respect of the Greater Lincolnshire LEP

91. The Section 151 Officer has financial and governance oversight of decisions made by all the Greater Lincolnshire LEP decision making Boards, on behalf of the Accountable Body. The Section 151 Officer is the Executive Director of Resources at Lincolnshire County Council, and the Accountable Body is provided by Lincolnshire County Councils Enterprise Service Area.

92. **Background:** CIPFA have developed guidance on the role of the S151 Officer

(<https://www.cipfa.org/policy-and-guidance/reports/principles-for-section-151-officers-working-with-leps>). All LEP's and Accountable Bodies should ensure they meet the standards set out in the guidance.

- Enshrining a corporate position for the Section 151 Officer in LEP Assurance
- Creating a formal /structured mandate for the Section 151 Officer
- Embedding good governance into decision making
- Ensuring effective review of governance and
- Ensuring appropriate skills and resourcing

93. **Role:** The Section 151 Officer should ensure that their oversight of the proper administration of financial affairs with the LEP is carried out throughout the year. In addition to providing an assurance statement as part of the annual performance review by 28th February each year, the Section 151 officer is required to submit a letter to MHCLG Accounting Officer, which should include:

- Details of the checks that the S151 Officer or deputies has taken to assure themselves that the LEP has in place the process that ensure proper administration of the financial affairs of the LEP
- A statement outlining whether, having considered all the relevant information , the Section 151 Officer is of the opinion that the financial affairs of the LEP are being properly administered and
- if not, information about the main concerns and recommendations about the arrangements which need to be implemented in order to get the LEP to be properly administered.

Arrangements in the Greater Lincolnshire LEP

94. **Access to Information:** The Section 151 Officer is provided with full access to all LEP documents and decisions in a timely manner to enact the responsibilities listed and ensure they are provided with the opportunity to raise questions and concerns. The S151 Officer or deputy, is an observer at the LEP Board, the Investment Board and the Finance and Audit Committee. Copies of all decision-making Board papers that include detailed performance reporting across all the LEP's activities are forwarded to senior management within the Accountable Body as a matter of course.

95. The S151 has delegated responsibility for overseeing and working with the LEP on day to day activities although the final sign-off of any documentation pertaining to the LEP rests solely with the Section 151 Officer.

96. The Accountable Body ensures, through the role of the Section 151 Officer, that LEP resources are subject to the usual local authority checks and balances which include the financial duties and roles imposed on Councils. All key finance decisions made on expenditure within a period will be reported to the LEP Board. This will be included in the Board papers and, as such, the Section 151 Officer will be able to view and provide comment on to the LEP Board.

97. The LEP also works closely with the Accountable Body on the financial and legal due diligence of project investments, providing an additional layer of assurance to the Section 151 Officer and ensuring the LEP Board is appropriately advised in its independent decision-making process. The Accountable Body can exercise the power of veto over a LEP decision where this decision has the potential to expose them to legal or financial risk.
98. The Section 151 Officer submits a letter to the Ministry of Housing, Communities and Local Government (MHCLG) by the 28th February each year outlining that they are assured the LEP follows its Assurance Framework processes and procedures and is compliant with such as laid out. The levels of assurance to provide this are built up in - year through the mechanisms above, audits undertaken and regular meetings with LEP Officers.
99. The Section 151 Officer also provides a statement during the Annual Conversation review with Government opining on the governance and transparency of the LEP and outlining whether the affairs of the LEP are being properly administered. In the unlikely event that the Section 151 Officer is not of this view however, then they will provide information about the concerns together with recommendations and timescales about the arrangements that need to be implemented in order to rectify. This can be undertaken at any time during the year.

Accountable Decision Making

Overview

100. The Accountable Body (LCC) will ensure, through its Section 151 Officer, that the funds generated through the GLLEP are used appropriately and not for any purpose other than for that which it is intended.
101. Funds will be separately identifiable from the Accountable Body's own funds, and financial statements will be provided, as required. Expenditure and related income will be recorded by the Accountable Body making use of its financial system.
102. In addition to the safeguards monitored by its Internal Audit function, the Accountable Body is governed by its Audit Committee. The Audit Committee seek assurance on the adequacy of financial controls, identification of risk and value for money through the Accountable body's External Auditor, currently Mazars.

Finance and Audit Committee

103. The primary purpose of the Finance and Audit Committee is to assist the GLLEP Board in ensuring that the company maintains satisfactory financial systems and systems of financial and operational control, and that any published financial reports

comply with statutory requirements.

104. The Terms of Reference for the Finance and Audit Committee, along with the membership, are published on the website and can be found by clicking [Link](#)

105. The Finance and Audit Committee reviews overall risk to the LEP. A risk management table is discussed and updated at each meeting and can be viewed within the papers on the GLLEP website [\(link\)](#)

Decision Making Process

106. This diagram is a visual outline of the current decision making process



Due Diligence

107. In accordance with Government guidance and regulations, final due diligence is required to be undertaken prior to investment being finally approved and offer of funding formally made.

108. Therefore, key issues to be considered as part of the due diligence assessment include development appraisals of individual schemes, cost appraisals (where required) obtaining Red Book Valuations (where required) and for these to be provided by applicants. A review of mechanisms for investment is also fundamental to ensure funding is state aid compliant.

109. The due diligence process incorporates verification of outputs and a value for money assessment. Independent legal advice is commissioned by applicants providing a report in respect of state aid in the context of investment into projects by Local Growth Deal and is used additionally to support the due diligence assessment.
110. Project sponsors are required to provide full and comprehensive information so that the due diligence, carried out by external consultants, is robust and that recommendations for funding can be made.
111. GLLEP ensures that all decisions and activities of the LEP conform with all relevant law (including State Aid and public procurement) and that records are maintained so this can be evidenced.

Scope of Due Diligence

112. Where there is not a specific framework in place (transport and retained schemes frameworks), projects are taken through a green book appraisal based assessment. This due diligence appraisal is tendered externally and on a bi-annual basis by GLLEP. The following areas are covered in relation to each scheme:

1. Project summary and planning status
2. Funding sought and status of match funding
3. Key Issues
4. Strategic Fit
5. Market Assessment
6. Development Appraisal
7. Deliverability and programme
8. Mechanism for investment, state aid and legal compliance
9. Procurement
10. Outputs and value for money
11. Milestones
12. Risk Assessment
13. Conditions and terms for the funding agreement
14. Conclusions
15. Recommendations

Investment Board - Decision

113. Investment Board meetings are held every quarter of the financial year as a minimum but they can be arranged on a bespoke basis if required. It is important that each meeting is quorate to enable decisions to be taken. A quorate Board consists of the Chair and one public and one private sector representative as a minimum. The minutes record clearly whether or not a board is deemed quorate.
114. Conflicts of interest are highlighted on the Agenda prior to the Investment Board meeting and the Chair then reminds attendees of any conflicts already

identified, and asks Board members if any other conflicts should be noted for the minutes.

115. Due diligence appraisals relating to projects that have reached full business case submission stage are presented to the Investment Board and then a discussion takes place on the project papers provided and regarding the recommendation made by LEP Officers.
116. The Investment Board then decides whether to support the recommendation as it stands, to make a different decision to that recommended, or to reject the scheme and recommendations proposing a revised course of action.
117. Decisions, by exception, can be made by the GL LEP Investment Board in the absence of a formal meeting by electronic approval. Papers are emailed to the board members, questions are raised electronically and the final decision is made and confirmed by the Chair once all responses have been received. These electronic approvals are always tabled at the next available Investment Board meeting, where the decisions that were taken are recorded officially in the minutes.

Accountable Body Review

118. All projects approved by the Investment Board also need to be signed off for approval by the Accountable Body to ensure financial compliance, before proceeding to contractual agreement stage. A detailed Decision Notice is provided to the Section 151 Officer which includes the approval process to date, contractual conditions required for the scheme, and recommendations from the Accountable Body's Commissioner for Economic Growth.
119. Provided that the Executive Director of Resources has no additional queries/concerns, the Decision Notice is signed and the scheme can progress. Should any specific questions emerge, these are discussed with the GLLEP/project partners and resolved accordingly, with a revised Decision Notice being drafted to include any subsequent alterations/additions. Should the Accountable Body and GLLEP not agree on a specific issue, the Chair of the LEP, Head of the Accountable Body and Section 151 Officer would determine a way forward.

Grant Offer Confirmation

120. Following Investment Board due diligence approval, applicants are emailed to confirm the level of investment allocated to the project by the Growth Deal Programme pending contractual agreement. All decisions made are recorded in the Investment Board minutes which are published within 10 working days of the meeting and can be viewed at: [Link](#)

Transport schemes

121. The GLLEP will work within the assurance framework set out for Local Transport Bodies, as a tried and tested framework.

122. Paragraphs 67- 79 of part 3 of the guidance, set out the minimum requirements on value for money assessment and assurance of transport projects and the GLLEP considers these the minimum requirement for transport schemes funded through the Local Growth Fund (including through pre-allocated funding).
123. A Housing and Infrastructure Group is in place with representation from all key infrastructure stakeholders from across Greater Lincolnshire. This Group identifies its strategic infrastructure development priorities (SIDP) on an annual basis utilising an agreed model for assessment of proposed infrastructure schemes to ensure value for money and strategic housing impact, and the top ten schemes are incorporated into the GL LEP project pipeline. An agreed Transport Strategy is in place for Greater Lincolnshire and beyond, and can be viewed at: [\(link\) to transport strategy](#)
124. Our operational manual includes greater detail in terms of criteria for schemes considered eligible for growth deal funding. We recognise the need to build on existing procedures and ensure alignment with EU funding processes whilst they remain in place. Regular review periods have been agreed with the Finance and Audit Committee to develop a more comprehensive approach to risk and assurance for all transport related schemes across the Greater Lincolnshire area.

Greater Lincolnshire Skills Capital Investment Fund

125. The GLLEP Growth Deal Programme further recognises the need to consider skills capital projects in terms of benefits to learners and economic growth, building on SFA approaches including financial and estate need. Our Growth Deal 3 bid for a Skill Capital Investment Fund has proved successful, focusing on assessment construction, (including design fees and site investigation costs), refurbishment/remodelling of existing buildings, purchase of specialist equipment, work to improve delivery and efficiency through digital technologies, including steps to improve technological infrastructure and service resilience.
126. Four projects have been awarded allocations under the auspices of the programme to date.

Retained Schemes (transport majors)

127. Following on from the announcement of the first round of the Local Growth Deals in July 2014, Ministers decided that the Department for Transport (DfT) should retain approval oversight of a small number of large and/or complex local schemes. The Transport Hub in Lincoln was one such scheme that received ministerial approval. The project has now reached completion on site and is being monitored in terms of outputs and outcomes.
128. The DfT works flexibly with promoters and LEPs on a case by case basis to determine the precise arrangements to deliver retained schemes and agree a sensible timetable for each of the five elements of the business case.

129. First steps are to ensure project understanding; their associated costs and delivery timescales; and an indication of what is underway or planned in terms of supporting modelling and WebTag appraisal work. Early engagement on these issues is important.

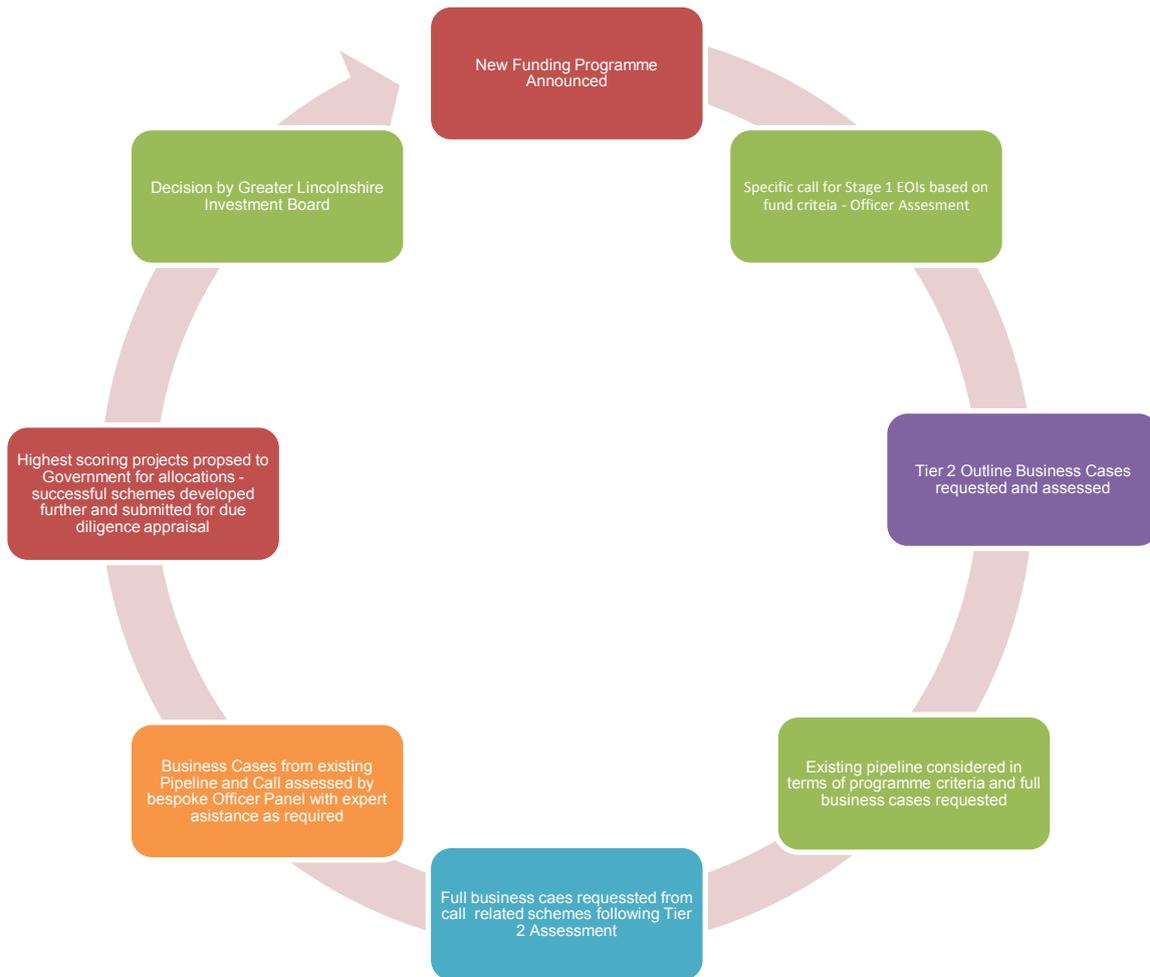
Cross LEP Schemes

130. Schemes that involve working with one or more LEPs will undergo the same process as schemes that are working wholly within the Greater Lincolnshire area.

Business Cases Development

Overview

131. The Strategic Economic Plan (SEP) is the primary document underpinning everything we do. In 2018 the Industrial Strategy was introduced as a focus for LEPs to drive productivity and growth through development of local versions called the Local Industrial Strategy (LIS). Both strategies remain relevant and complimentary.
132. Both documents provide the framework for identifying, developing and prioritising investment in the Greater Lincolnshire area. It sets out our strategic vision and economic objectives to drive forward our economy to create jobs, improve skills and support companies to grow and prosper.
133. This section sets out the process by which the GLLEP will identify its priority investments across a range of areas. It also sets out the minimum requirements that all funded projects are expected to deliver. The process focuses on projects funded under the Growth Deal Programme however it underpins the use of all GLLEP funding.
134. The diagram below is a visual outline of the current assessment process as and when a new funding programme is announced.



Business Case

135. The Project Business Case is extremely important because projects will only deliver their intended outputs and benefits if they are properly scoped, planned and cost justified from the outset.
136. There are 3 key stages in business case development, Expression of Interest, Outline business case and full Business case. Each stage builds on the information required from project applicants.
137. The GLLEP has adopted a proportionate method for assessing value for money and the level of detail it will expect in a full business case. In order to align with government guidance the GLLEP has adopted the principles set out within the HM Treasury Green Book. The GL LEP full business case was reviewed and updated in November 2018 and can be located as **Appendix xxx**. As a minimum we expect full business case submissions to include:-

- 2.0 Background**
 - 2.1 Strategic Context
 - 2.2 Requirement
- 3.0 Business Drivers**
 - 3.1 Scope
 - 3.2 Alignment with SEP and LIS
 - 3.3 Key Assumptions
 - 3.4 Business Need
 - 3.5 Why Do This Now
 - 3.6 Strategic Benefits
 - 3.7 Key Stakeholders
 - 3.8 Major Strategic Risks
- 4.0 Options Appraisal**
 - 4.1 Options Overview
 - 4.2 Criteria and Approach
 - 4.3 Options Appraisal
 - 4.4 Options Summary
- 5.0 Recommended Option**
 - 5.1 Strategic Risks
 - 5.2 Dependencies
 - 5.3 Detailed Costs, Funding and Benefits
 - 5.4 Availability of Resources
 - 5.5 Impact
 - 5.6 Managing the Changes
 - 5.7 Key Milestones
 - 5.8 Monitoring and Evaluation Plan
- 6.0 Reference Documents**

138. Additional information may be required for different types of schemes and this will be advised to applicants during business case development. The level of information within the full business case will enable further scrutiny around the key areas identified below and will support the due diligence process.

Business Case Criteria Descriptions

139. **Strategic Case** - The proposed project contributes to the needs/opportunities identified by the GLLEP, demonstrates delivery against relevant specific objectives, outputs and relevant priorities as identified within the Strategic Economic Plan and emerging Local Industrial Strategy, and adds value to and not duplicate existing provision.

140. **Economic Case** - An assessment of the economic costs and benefits of a proposal to the Greater Lincolnshire area. This includes review of options appraisals, wider impacts and rationale for option choice.

141. **Financial Assessment** - reviewing cost assumptions and rationales and sources of match funding. Schemes must represent value for money. In assessing value for money we took account of:-

- **Efficiency:** the rate/unit costs at which the project converts inputs to the Fund outputs,
- **Economy:** the extent to which the project will ensure that inputs to the scheme are at the minimum costs commensurate with the required quality and
- **Effectiveness:** the extent to which the project contributes to programme output targets, results and/or significant strategic impact at the local level.

142. **Deliverability** - scrutinising whether or not the proposal is deliverable and has clear project management, setting out responsibility, governance and reporting arrangements. Inclusion of a robust delivery plan with targeted milestones is desirable and we review capability to meet the financial requirements and liabilities of a programme.

143. **Risk** - Looking at delivery of the scheme and the risks posed by the preferred option, taking into account various complexities. Exploring risk in its widest sense covering for example, reputational risk, stakeholder engagement risk, management capability, potential conflict of interests, procurement, state aid etc.

Standard Project Assessment Process

Stage 1

144. The LEP invites calls for projects in order to ensure an up to date existing pipeline and to respond to new funding programme announcements that will be managed by the LEP.

145. Any organisation, individual or group of individuals are able to put forward an expression of interest for consideration in response to a specific call, as long as it meets the criteria for the funding to which it applies.

146. All projects go through a gateway review TIER 1 Assessment to identify their fit to the following:

- National vs Local Priority and fit with the SEP or LIS
- Ensuring appropriate scale - need for strategic schemes
- Impact - best for the Greater Lincolnshire area? Leverage and growth and productivity related output delivery
- Competitive in relation to national call

147. Projects that are prioritised through this initial sift are invited to submit a formal outline business case.

Stage 2

148. The GLLEP has agreed a process for scheme prioritisation based on a multi criteria

analysis. The information within the Outline business case is assessed under the 4 key TIER 2 Assessment criteria which are:-

- Strategic Fit
- Economic Case
- Deliverability
- Impact

149. Due to its overarching importance strategic fit is scored initially and relates to 40% of the overall assessment score. Projects achieving a high score in this category are then analysed with regard to economic case (20%), deliverability (20%) and impact (20%). Assessment under Tier 2 is a combination of both qualitative and quantitative evidence and is scored against the GLLEP Scoring Matrix below by the GLLEP Officers Operational Group and on occasion by representatives from local strategic advisory groups or external experts.

Score	Description
1-2	Very little information provided and/or information is inconsistent with the requirements as set out by the GLLEP and Central Government
3-4	Some description given, which may be unclear or inappropriate in parts, and/or information is inconsistent in parts with the requirements as set out by the GLLEP and Central Government
5-6	Satisfactory and mainly appropriate description provided and/or information is mainly consistent with the requirements as set out by the GLLEP and Central Government
6-8	Full description and appropriate answer which is fully relevant to , or meets with the requirements as set out by the GLLEP and Central Government
9-10	Full description and appropriate answer which exceeds the requirements as set out by the GLLEP and Central Government

***Moderate against the strongest bid**

150. The need for each intervention requested has to be strongly evidenced within the business case provided. The LEP ensures that it identifies programmes and projects based on need and/or opportunity supported by a rigorous analysis of quality data (often carried out by an external impartial consultancy). This enables the GLLEP to identify the projects the most likely to be deliverable within defined timescales and those which would hold up against further scrutiny when they are assessed nationally by central government. These projects are submitted for approval to GLLEP Investment Board.

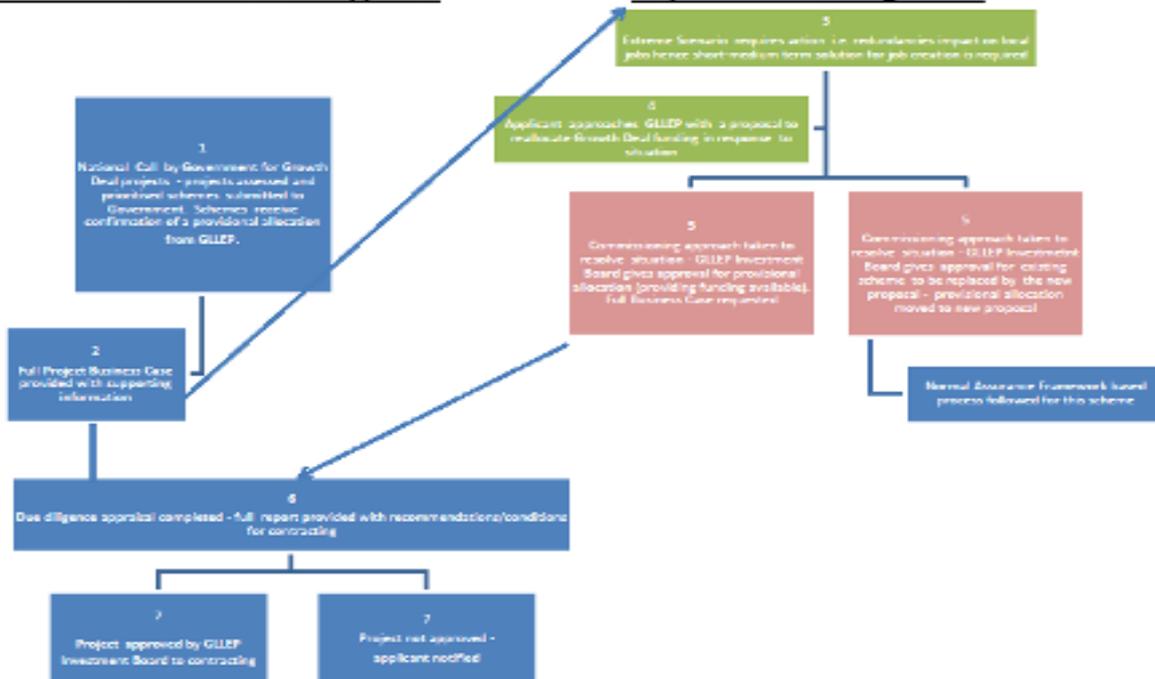
Options appraisal and prioritisation

151. Growth Deals were developed out of the Single Local Growth Fund (SLGF) to promote greater influence over key levers affecting local growth and provide local freedoms and flexibilities. Growth Deals include; Local Authority Transport Majors; Local Sustainable Transport Fund (Capital); Integrated Transport Block; Further Education Capital; and European Social Fund Match.

152. Growth Deal funding goes towards providing support for local businesses, enhancing innovation opportunities, training young people, creating thousands of new jobs, building thousands of new homes and starting hundreds of infrastructure projects; including transport improvements and superfast broadband networks. It is however an expectation that once the UK Shared Prosperity Fund is announced by Government that the emphasis will be focused on increasing growth through greater productivity, hence outcome expectations are likely to change and evolve.
153. Commitment from the GLLEP, local authorities and the private sector is combined to deliver:
- better use of local authority assets to unlock resources to be reinvested in growth
 - commitments to pro-growth reforms, for example a co-ordinated approach to the development of local plans by local planning authorities across the relevant economic geography
 - collective decision making involving all local authorities within a Local Enterprise Partnership.
154. Therefore the process of identifying key strategic projects for the GLLEP is not just about Growth Deal. The GLLEP will also identify projects which fit markers for the remaining European Structural Investment Funds (ESIF) aligning with ESIF Strategy and Operational Programmes; and the UK Shared Prosperity Fund as an when it is formally announced. In addition, GLLEP will support the development and submission of bids for Large Transport Major Schemes and work closely with its local authorities to help support delivery of the Housing and Infrastructure Fund programme managed by Homes England.
155. Prioritised projects according to theme then progress through to TIER 3 Assessment alongside existing pipeline schemes that meet the relevant programme criteria and further scrutiny is set nationally through the Government's Green Book Appraisal process [\(LINK\)](#)
156. A more robust business case is developed through an iterative process with Government.
157. Bespoke projects can also be commissioned on occasion to respond to extreme or unforeseen local economic challenges by project or scheme sponsors within the GLLEP boundary and other external partners through a variety of partnerships that exist within the area. The diagram below provides an overview of commissioned activity against the standard approach.

Assurance Framework Standard Approach

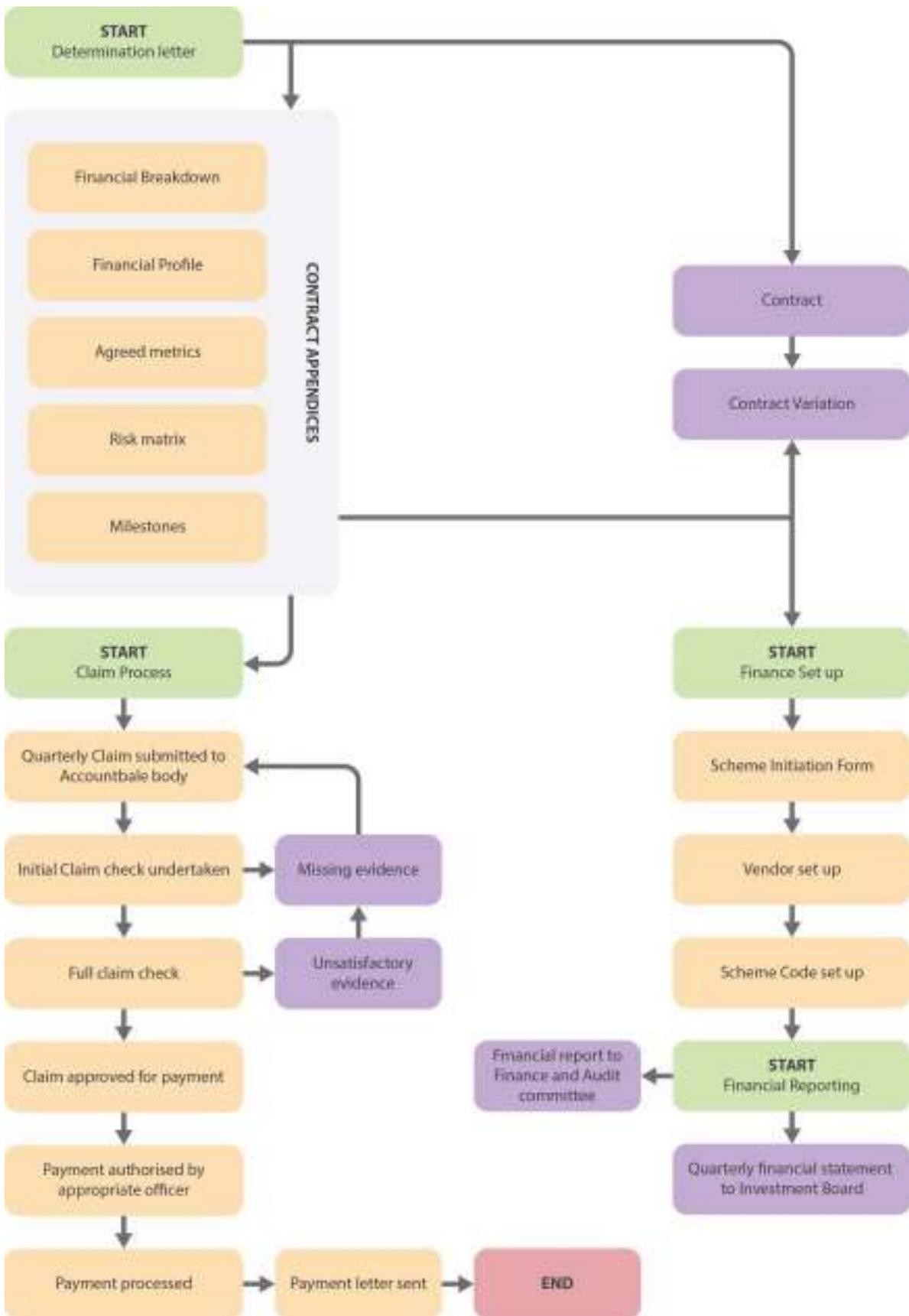
Bespoke Commissioning Process



Contracting and Claims Process

Contract management Overview

158. The diagram below provides an overview of the contracting and claims process.



Contract Documents

159. A standard contract document for Growth Deal Schemes has been agreed by the Investment Board which includes the necessary legal requirements of the GLLEP/Accountable Body for the provision of Growth Deal funding. The Schedule sections of the contract include bespoke information relating to each project and take into account contractual obligations emerging from the appraisal process and expectations in terms of monitoring and evaluation of expenditure, outputs and outcomes. The schedule sections are broken down as follows:-

- Schedule 1 - Project description and any special grant conditions which may apply specifically to the project.
- Schedule 2 - Financial forecast tables and any other financial details/requirements which need to be highlighted.
- Schedule 3 - Lists all of the relevant outputs/outcomes relating to the project and any additional project outcomes highlighted by the project appraisal.
- Schedule 4 - Relates to project milestones and timescales. It prompts the provision of a project time plan by the applicants, providing provisional but realistic dates for key project targets, decisions and meetings.
- Schedule 5 - Refers to monitoring and evaluation of the projects in line with the GLLEP monitoring and evaluation framework. Monitoring will be carried out by the Accountable Body on a quarterly basis through the claims process, but also from a project management perspective by the GLLEP, through site visits/project meetings as required. Grant recipients need to provide details on how they will evaluate their project, consider any cost implications, and identify and agree with the GLLEP and its Accountable Body the information that will need to be gathered as the scheme progresses to enable the evaluation.
- Schedule 6 - Allows for supporting documents and historical information to be included within the contract.

160. The Invest & Grow Loan Fund and Greater Lincolnshire Feasibility Fund have bespoke contractual agreements but follow the same process for approval as the Growth Deal Programme.

Retrospective funding

161. There will be occasions where projects incur essential eligible costs in advance of the contractual agreement being in place, for example, project design fees, planning fees, procurement costs, etc. These costs would be included within and considered as part of the due diligence appraisal, and if approved for funding support, would be specifically identified within Schedules 1 and 2 of the contractual agreement for the project.

Advanced Payment of Grant to Contracted Schemes

162. Greater Lincolnshire LEP recognises that projects can experience cash flow difficulties in the early stages of delivery. Projects that have been through due diligence approval and which have contractual funding agreements in place are able to seek acceleration of funding to enable more expedient delivery and project management. Funding is for eligible capital works (only related to the project) as contractually agreed. The advanced payment of grant funding can only be sought if additional funding is available within the year of the request.
163. The funding will initially be treated as a loan and will be fully refundable, including interest if:
- The scheme is not fully delivered or changes significantly.
 - The project does not spend and verify the entire loan amount through the claims process within an agreed contractual timeframe.
164. In order to request the Advanced Payment of Grant the scheme promotor will be required to provide a proposal to the LEP and Accountable Body explaining why the payment is needed. Officers will then present an overview of any required advances to the LEP Investment Board.
165. The same approach would apply in relation to releasing annual grant allocations to projects; however in addition, more frequent monitoring meetings would have to be in place with both the Accountable Body and the LEP to ensure compliance and acceptable progress.
166. A variation to the existing contract is introduced to schemes receiving advance payments, clarifying terms in relation to a loan situation being triggered should agreed timeframes for balancing of the advanced payment not be achieved. The level of percentage interest will be determined on project by project basis.
167. Should the LEP decide that sufficient progress is not being made to repay the advanced payment within the timescales agreed, claw back of grant would be invoked.

Approval of eligible fees prior to contract start date

168. Some projects will have been allocated Growth Deal support after the land acquisition costs or planning/design fees had been incurred, as is often the case with well-developed schemes. Where eligible, these costs will be considered by the GLLEP/Accountable Body at Due Diligence stage for inclusion in the overall scheme allocation. Funding recipients will be notified within the contract documentation of all elements being approved for funding support in relation to the project. These pre-contract costs can be submitted within the first quarterly claim for payment.

Releasing funding in advance of first claim

169. Funding recipients will provide quarterly claims to the Accountable Body, completing progress report information and spend/output updates on each claim. However, where a project is unable to financially cover its costs in the first quarter without the SLGF funding contribution for that period, the recipient can make a formal request to the GLLEP for an upfront initial payment. Such requests will be considered on a case by case basis, and a decision will be made by the GLLEP Investment Board/Accountable Body and relayed to the funding recipient within three weeks of the request.

Clawback

170. Where a project is changed from its original purpose within five years of practical completion (except when another timescale is stipulated within the funding agreement), the Accountable Body shall be entitled to claw back any increase in the value of the project over and above the Grant amount, up to a maximum of 50%. In addition, where a project creates assets, and such assets are disposed of within five years of practical completion (again unless otherwise stipulated within the funding agreement), the Accountable Body shall be entitled to claw back any increase in the value of the project over and above the Grant amount, up to a maximum of 50%.

Project Inception and Monitoring

171. GLLEP and the Accountable Body hold an initial meeting with all new projects once they are contracted to explain claiming procedures and reporting. Detailed guidance notes are provided to the funding recipients at the meeting.

172. The LEP and its Accountable Body monitor performance of all projects every quarter and organise bespoke site visits/monitoring visits to each project once a year as a minimum. If a project is not performing as expected more frequent visits and progress meetings will be held with the funding recipients as explained in the risk monitoring section of this document. Notes of each progress meeting are recorded and filed for reference.

Project Claims Procedure

173. The claim process is an integral part of the contract management and control environment employed by the Accountable Body in managing the project, and although claims are a mechanism for grant recipients to draw down their funding it also provides key information on progress and performance.

174. The information provided in the claim process enables the Accountable Body to obtain assurances and carry out desk based verification on the validity of the work currently undertaken and the ongoing project delivery.

175. Claims provide not only a snap shot of the reporting and claim instalment periods, but also a forward look at forecast activities, expenditure and deliverables. The grant offer letter and contractual agreement sets the acceptable parameters, an agreed budget, scope of activities and the deliverable targets, for which performance must be reported within the claim, with future forecast achievement for the remaining periods of the project also to be reported.
176. The Accountable Body ensures from the outset that robust and suitable systems and processes are in place locally in order to maintain adequate audit trails and manage information effectively and efficiently. Information provided only needs to be summarised and presented with the claim, but also must be made available for on the spot verifications and audits throughout delivery and post completion under the retention of documentation requirements.
177. The key areas to be covered and reported within the claim are broadly:
- Financial information
 - Monitoring metrics
 - Delivery Progress
 - Procurement
178. The member of the Accountable Body who checks the claim completes a Grant Claim Control Form and passes this, together with the claim to a relevant staff member authorised to approve claims, according to the scheme of delegation contained within LCC Financial Procedures.
179. Funding recipients will provide quarterly claims to the Accountable Body, completing progress report information and spend/output updates on each claim. However, where a project is unable to financially cover its costs in the first quarter without the SLGF funding contribution for that period, the recipient can make a formal request to the GLLEP for an upfront initial payment. Such requests will be considered on a case by case basis, and a decision will be made by the GLLEP Investment Board/Accountable Body and relayed to the funding recipient within three weeks of the request.

Variation Orders

180. There will be circumstances where projects need to declare variations to cost headings or changes to forecast levels of outputs or expenditure. Where variations to costs/outputs do not exceed 10% of the original amount allocated to the project within the contractual agreement, a Justification Form will be completed by the relevant project manager, providing a full explanation for the revision/increase, and any additional information which may help clarify the changes being requested.
181. The GLLEP/Accountable Body will review the justification request and either approve or reject the proposals, highlighting reasons for the decision made. A

variation order can then be raised and processed by the Accountable Body. Recommended decisions on variations over 10% will be formally submitted by the GLLEP to BIS for information.

Value for Money

182. Building on the arrangements put in place for Growth Deals and the Growing Places Fund (Invest & Grow in Greater Lincolnshire). The GLLEP has developed robust arrangements to ensure value for money and effective delivery.

183. Value for money (VFM) is a cross cutting theme considered by the GLLEP at key stages of the decision making process and is also critical at each level within the Accountable body process, primarily (but not limited to) these key junctures:-

- Business Case assessment
- Due Diligence
- Accountable body (decision notice)
- Evaluation

184. In addition to this, the Accountable Body has in place a value for money committee called Environment and Economy Scrutiny Committee which provides impartial assurance. This Committee is made up of 11 County Councillors meets approximately every 6 weeks, and assesses the LEP twice yearly, providing assessment and checks and balances as to the operation of the partnership. The role of this Committee is to review and scrutinise services and their outcomes including; capital programme; customer satisfaction; performance and governance; resource management; and value for money overview.

185. Their remit is to:-

- Review and scrutinise performance indicators and measure related to the service areas within the remit of the Committee.
- Review and scrutinise performance indicators and measures across all Accountable Body services that fall outside expectations.
- Review and scrutinise any decision that has been made by the Executive, Executive Councillor or Officer in relation to the above services.
- Provide advice to the Executive, Executive Councillor or Officer, intending to make a decision or develop policy in relation to the above services.
- Establish time limited task and finish groups, in relation to the above services.
- Consider and respond to any proposals from the Executive as part of the development of the policy framework.
- Make reports and recommendations to the Accountable body, Executive or Executive Councillor in relation to any of the Committee's functions listed above.

186. Scrutiny arrangements continue to be assessed as part of peer review and Audit.

187. The expectation is that all schemes must achieve good value for money at all stages of the approval process, and be independently verified on behalf of the GLLEP

as part of the assessment process. The GLLEP will be able to consider the approval of schemes having lower value for money, having regard to specific areas which may include:

- wider economic, social and environmental benefits,
- provides complementarity and added value to other supported schemes; the ability of the scheme to address multiple policy objectives
- circumstances where there is a higher level of match funding being provided by the scheme
- where the project presents a lower risk status
- where deliverability within a limited timescale is essential
- It is worth noting that some programmes are pitched as economic wins but will actually deliver social wins as well i.e. estate renewal, sports provision, cultural activity.

188. The LEP Director has overall responsibility for ensuring value for money for all projects and programmes and the Head of the Accountable Body will be responsible for scrutiny of and recommendations relating to each business case.

189. The Finance and Audit Committee seeks to maintain oversight and scrutiny of GLLEP's remuneration and financial transactions and the Accountable Body is represented at that Committee.

190. Overview and scrutiny of the operation of the LEP is provided by:

- Role of the Accountable Body
- Finance and Audit Committee

191. There is also an opportunity at the AGM each year for company members to scrutinise representatives of the GLLEP's Board and Executive Team on the basis of Annual report on achievements.

192. GLLEP recognises the importance of demonstrating value for money in its investments and has a due diligence process in place to inform all Investment Board funding decisions. This external process was reviewed and refreshed in November 2018 in line with Green Book appraisal guidance to include more detailed analysis on risk assessment, outputs and value for money, development appraisals and milestones. The due diligence template used by our external appraisers is enclosed for reference at Appendix xxx. In addition, a guidance note on assumptions and benchmarks in relation to value for money has been produced and can be viewed [at Appendix xxx](#).

193. DFT schemes above 5 million are covered by the DFT Webtag value for money assessment and major projects requiring DCLG appraisal now also have clear guidance in place.

Monitoring and Evaluation

194. GLLEP has a full Monitoring and Evaluation Framework in place which can be found on the GLLEP website by clicking here link.

195. The Accountable Body reviews progress against outputs and outcomes quarterly once a scheme has completed its delivery stage. Progress reports continue to be provided until all outputs have been achieved and grant recipients are tasked with providing either a level one or level two evaluation report as contractually agreed.

196. The ROAMEF policy approach provides a bridge between public policy and private sector delivery. The Rationale, Objectives, Appraisal, Monitoring, Evaluation, Feedback cycle is promoted by the UK Government to ensure policy makers receive evidence of whether change programmes are achieving their aims and objectives. It is a proven, sequential, robust evaluation process.



197. GLLEP commissioned work externally to look at the wider change impacts Growth Deal is achieving for Greater Lincolnshire and the findings were presented to the LEP Board on 23 March 2017. [\(Link\)](#)

198. This work will be revisited once the Local Industrial Strategy is in place, providing an overview of progress on the level of impact our programmes collectively are achieving for Greater Lincolnshire.

Project Risk Monitoring

199. All projects will be required to monitor risks associated with their delivery; however there may be instances where the GLLEP Investment Board/Accountable Body feels additional monitoring is required for a scheme due to the escalation of risk levels. In these instances, a project meeting would be called by the GLLEP/Accountable Body to discuss mitigation measures or to determine how the potential impact of these risks might best be managed.

200. It is also important that Greater Lincolnshire LEP considers what action it might want to take with schemes that have taken longer than expected or performed poorly to date on providing information for due diligence, progressing contracts, providing

claims, achieving spend or submitting progress reports.

201. Poor performance by applicants will be managed as follows:

- Clear deadlines provided for signing contracts - otherwise the funding is reallocated to another project (unless a very valid reason for the delay is provided).
- If performance in terms of spend and/or outputs in more than three claims is deemed to be very poor, the funding position is reviewed and the project could lose its funding and have to repay what has already been received to date.
- If due diligence information is chased and not provided within an agreed timeframe the project is not considered for approval until the following Investment Board.

202. The government dashboard and bespoke spreadsheets managed locally by the Accountable Body provide the LEP with regular detailed and RAG rated information on how projects/programmes are performing. Detailed forecasts and milestones are included for all projects at contracting stage and if delays are encountered a full explanation and mitigation plan must be provided to the LEP.

203. As already mentioned each scheme is given a quarterly dashboard RAG rating for deliverability, finances and reputation. GL LEP Officers will take the following actions where projects are consistently not delivering against forecasts/milestones:

204. Contracted projects showing red in any category - These schemes will be placed in quarterly special measures with the LEP and its Accountable Body and will be called in to the next available Investment board. They will be subject to monthly meetings with LEP/accountable body teams, and if improvement is not demonstrated the LEP will withhold funding or clawback/withdraw funding in line with the grant funding agreement.

205. Contracted projects showing Amber in any category - These projects will be subject to quarterly meetings with the LEP/accountable body. If no improvement is demonstrated the risk level will be raised to red.

206. Uncontracted projects deemed as a risk to programme delivery - Where an uncontracted scheme is deemed as a high risk to the programme and potential delays have not been explained to the LEP or mitigated against, a formal letter will be sent from the LEP Director to the Director/Manager of the project asking for them to review their scheme; provide a full update on project delivery milestones; reminding them of the necessity to spend the provisional funding allocation by the required date; and the implications for the wider programme when forecast targets are annually not met.

207. Where a high risk uncontracted schemes consistently misses revised milestones the applicant will be asked to review their scheme and come back to GLLEP by an agreed date with deliverable proposals for consideration by the Investment Board.

208. It is extremely important that the LEP continues to have a clear and up to date pipeline of schemes should future growth related funding become available, either via a new Government programme or due to the potential for existing schemes becoming undeliverable or having to be withdrawn.

209. If an existing uncontracted scheme is regarded as too high a risk to delivery of the LEP programme in question, the provisional allocation concerned will be removed from the project, and the scheme would automatically be returned to the GL LEP pipeline for continued development, unless it is deemed as no longer deliverable.

210. Should a project with an existing LEP funding allocation have its allocation withdrawn and be returned to the GL LEP pipeline, officers will request full business cases from the schemes deemed most deliverable and meeting necessary criteria under the current LEP pipeline, and will make further recommendations based on deliverability to the Investment Board on which scheme/schemes should replace the allocation amount in question.

Effective Asset Management

211. GLLEP wishes to embed asset management at the centre of project outcomes, thus ensuring that project benefits are realised over the whole life of the asset, not just upon project completion. The Project Initiation Routemap Handbook provided by the Infrastructure and Projects Authority provides a helpful process (see below) to support scoping and defining of schemes, optimise value, and deliver required outcomes and GLLEP will endeavor to apply this approach to its projects and programmes.



Other sources of LEP Funding

212. GLLEP has secured a number of funding programmes in addition to Growth Deal. These funds are supported by individual guidance; however the overarching principles of this Assurance Framework apply to each one. The other funding mechanisms can be summarised as follows:

Growth Hub

213. The Business Lincolnshire Growth Hub provides a single access point for business support, bringing together both government offers and local offers, so businesses get what they need wherever they start their growth journey. The Growth Hub also brings together public and private sector support, for example the support offered by local authorities, universities, Chambers of Commerce, Federation of Small Business and enterprise agencies etc.
214. The Business Lincolnshire Growth Hub works with business support partners, local authorities and intermediaries to collaborate in the delivery of all business support services. This is to ensure that a 'single conversation' is facilitated with local businesses, raising awareness and uptake of both public and private sector support by improving co-ordination, marketing and signposting.
215. The Growth Hub Governance Board was established in March 2015. It has been created to align, simplify and rationalise business support in the Greater Lincolnshire LEP area and ensure that local and national business support offers are joined up for businesses. The Board acts as the Enterprise Board for GL LEP.
216. The role encompasses the business support needs of pre start, start up and growth potential businesses. The Board is also the business support arm of the Greater Lincolnshire Local Enterprise Partnership (LEP) and has a specific role to develop and inform LEP strategic plans with particular reference to business growth needs.
217. There is a two-way relationship between the Greater Lincolnshire LEP and the Business Lincolnshire Growth Hub Governance Board, and each gives advice and is asked for advice on matters where an enterprise growth/business support perspective is required.

Business Support Provider Forum

218. This forum is a sub group of the Business Lincolnshire Growth Hub Programme Board that meets twice per annum and consists of all the front line business support delivery agents (public and private) delivering in Greater Lincolnshire. The Forum:
- provides a voice about the current business support products, business simplification and alignment
 - advises the Business Lincolnshire Growth Hub Governance Board on matters of business support provision, alignment and communication channels
 - identifies freedoms, flexibilities, and improvements that could be made to

- government funded business support provision so that the Board can promote changes that will improve local provision
- provides the opportunity to network and share intelligence with other business support providers and helps to develop a clear ladder of progression in terms of pre start, start up and existing business provision

Greater Lincolnshire Growth Fund

219. The Greater Lincolnshire Growth Fund has been created to support the private sector businesses operating in one of the LEP's priority sectors and to add value to other existing funding streams.
220. This grant fund of £2.95million is aimed at both Small and Medium Enterprises (SMEs) and larger businesses within the Greater Lincolnshire area who can deliver against the wider ambitions of the Strategic Economic Plan and emerging Local Industrial Strategy. Managed under the umbrella of the LEP's Business Growth Hub it provides grants to businesses for transformational projects focussed on productivity and job creation. Grant investment ranges from £150,000 to an upper limit of £500,000.
221. This fund is managed and delivered through the Business Lincolnshire website and full details on the funding criteria and state aid guidance can be found [\(Here Link\)](#).

Invest and Grow Loan Fund

222. Greater Lincolnshire's Fund is part of the national £500 million Growing Places Fund launched by Government in November 2011 to help Local Enterprise Partnerships deliver economic growth through unlocking stalled infrastructure and development projects.
223. The Invest and Grow Fund has 3 overriding objectives:
- To generate economic activity in the short term by addressing immediate infrastructure and site constraints and promote the delivery of jobs and housing;
 - To allow Local Enterprise Partnerships to prioritise the infrastructure they need, empowering them to deliver their economic strategies;
 - To establish sustainable revolving funds so that funding can be reinvested to unlock further development, and leverage private investment.
224. In terms of supporting local economic activity, our guidance notes for applicants highlight that supported developments should be:
- Not less than 25 houses;
 - Not less than 1 hectares or at least 10,000m² net of commercial space;
 - A combination of the above in a mixed use development;
 - Of recognisable and demonstrable economic/strategic significance such as

refurbishment of existing buildings or new build commercial space.

225. Once contracted the loan repayments are managed by the Accountable Body on behalf of the LEP. Use of interest achieved from the fund is determined by the GLLEP Investment Board.

Greater Lincolnshire Feasibility Challenge Fund

226. This grant fund is to help accelerate growth and investment on capital schemes in Greater Lincolnshire (latest call for projects closed in November 2016).

- The fund is open to public and private sector applicants;
- The funding will not be available to undertake feasibility whereby projects are at a very early stage of development/concept stage and must be advanced to a stage where there is certainty and prospects for delivery. This is required to mitigate the risks that the LEP pay for feasibility reports and then ultimately the project does not proceed;
- Applicants seeking funding must be able to demonstrate previous investment made in the project in terms of overall development and progress made to date;
- Applicants must be able to demonstrate that LEP funding sought is the last resort and all other means to secure funding to meet the costs of the required feasibility have been exhausted;
- All applicants seeking funding must demonstrate that there is at least 50% of total feasibility costs either secured or expended to date as match funding;
- In order to ensure value for money and to justify the amounts requested, the GLLEP would expect applicants to secure 3 quotes for the feasibility work for which the resources are requested, including at least one quote from a company / contractor / consultancy based within the GLLEP area where possible;
- The maximum amount of funding to be made available to applicants on individual projects is £50,000.

Appendices (**Under review**):-

- A. Local Assurance Framework Checklist
- B. List of policies
- C. Growth Deal Branding Guidelines
- D. GD Assumptions and benchmark in relation to VFM
- E. GD Due diligence risk assessment Feb 19
- F. GD Due diligence Assessment template
- G. GD Value for money and assessment process
- H. GD Business case Jan 19
- I. List of policies

GL LEP Board

29 March 2019

Paper 7 - Greater Lincolnshire LEP Pipeline Projects

1. PAPER FOR DECISION

- 1.1 Board Directors are asked to endorse the revised GL LEP pipeline as recommended by the GL LEP Investment Board held on the 25 March.

2. BACKGROUND

- 2.1 A call for pipeline schemes was released by GL LEP in December 2018. Post initial assessment it was agreed at the Investment Board meeting on the 20th February 2019 that a follow up Investment Board review of the wider pipeline process and schemes should take place towards the end of March, so that recommendations on a final revised pipeline could be taken to GLLEP Board on the 29th March 2019 for endorsement. This bespoke meeting took place on the 25 March.
- 2.2 Greater Lincolnshire needs to have a clear position on prioritisation of schemes that will contribute to the delivery of the SEP and the LIS. The recent pipeline call was therefore a first step in ensuring that a realistic pipeline for delivery could be developed, with the potential to deliver growth and productivity in the Greater Lincolnshire area, taking into account of key SEP and LIS priorities.
- 2.3 Should hard decisions need to be made by the Investment Board on existing schemes over the next couple months to ensure programme delivery, a pipeline of deliverable projects that could complete financially before 31 March 2021 needed to be identified to potentially replace existing allocations if necessary.

3. PROJECT ASSESSMENT

- 3.1 The assessment of pipeline submissions began in December 2018 and continued throughout January 2019.
- 3.2 All projects were assessed with regard to strategic fit, economic case, deliverability and impact, taking particular notice of risk levels and potential impact on productivity. The assessment considered both qualitative and quantitative evidence and schemes were assessed as per the Local Assurance Framework.
- 3.3 To provide greater clarity the initial two phased approach to the assessment was broken down further into three phases:
 - Projects stating they could deliver by March 2021
 - Medium-term projects
 - Conceptual schemes

This helped identify projects that could potentially replace existing growth deal schemes should they be regarded as too high a risk to

delivery of the programme. If an allocation has to be removed from an existing growth deal scheme the project concerned will automatically be returned to the GL LEP pipeline for continued development, unless it is deemed as no longer deliverable.

- 3.5 Projects are ranked by theme/category, allowing the LEP to consider replacing/including certain types of schemes with projects of a similar nature and outcome.

4. REVISED PIPELINE

- 4.1 The attached spreadsheet (Paper 7.1) provides the Board with a final proposed pipeline broken down by short term delivery; medium term delivery and conceptual categories post assessment. Projects from the existing pipeline have either been updated and integrated into this overall grouping or removed following review and discussion with related stakeholders; existing Strategic Infrastructure Delivery Plan (SIDP) priorities from 2016 have been replaced by 2019 priorities endorsed by the Housing Infrastructure Group (HIG) on the 4th March 2019.
- 4.3 Feedback to all applicants on their pipeline submissions will be provided once the GLLEP Board has endorsed the final pipeline list.
- 4.5 Should a new programme such as the UK Prosperity fund be launched by Government, GL LEP pipeline schemes meeting criteria for the fund would be asked to submit full business cases and a further call for projects would be taken forward based on clear criteria and timescales for delivery. The call along with requested pipeline business cases would be reviewed and scored as per the Assurance Framework guidelines and final recommendations would be made to the wider GL LEP Board for approval.
- 4.6 Investment Board recommended that full business cases should be requested from the six highest ranked short-term schemes deemed most deliverable by 31 March 2021 under the recent pipeline assessment (as identified in Paper 7.1). Taking an approach of over commitment was favoured given the tight timescales for delivery of the overall Growth Deal programme.
- 4.7 Many of the projects still have risk attached to them and full business cases help provide additional information that allows further scrutiny. Investment Board also recommended that LEP Officers look at the projects in the short - short/medium classification below the 6 most deliverable schemes, paying particular focus on strategic fit, outputs, deliverability and SEP sector/theme. This is to identify projects that could be invited to develop a full business case at risk, to ensure that we keep working with projects to progress their schemes and allowing us to respond quickly to further programme risks and demand.

Six schemes ranked as most deliverable in the short-term

PROJECT	TOTAL COST	GRANT REQUIRED	SECTOR/ THEME
Borderville Expansion, Stamford	£2,229,218	£1,114,609	Skills
Made in Gainsborough Phase 2	£1,000,000	£500,000	Skills
Digital Transport & Logistics Academy	£5,650,000	£3,750,000	Skills
Huttoft Boat Café	£250,000	£125,000	Visitor Economy
Sleaford Moor Enterprise Park	£43,850,000	£2,500,000	Business & Innovation
Isle of Axeholme Flood Infrastructure Keadby	£35,000,000	£3,500,000	Water Management
Total	£87,979,218	£11,489,609	

- 4.8 Investment Board also agreed that feasibility funding could be allocated to help development of the pipeline projects identified in the short and short-medium term for delivery. The previous feasibility fund criteria will be used for assessment and Officers will seek agreement for an electronic decision of the investment board for projects identified for this additional support over the forthcoming weeks. LEP Officers will begin to explore requirements with pipeline schemes in this category accordingly.

5. RECOMMENDATION

- 5.1 That the Board endorses the proposed revised GL LEP pipeline and notes the approach being taken with regard to inviting full business cases from pipeline schemes to help manage programme risk.

GL LEP Board

29-Mar-19

Paper 7.1 GL LEP Pipeline by Theme

Theme Projects according to Deliverability	Applicant	Grant Requested or Gap Identified	Total Scheme Cost	Most Deliverable by March 2021	Short-term, Medium Term or Concept
<u>Infrastructure</u>					
Sleaford Growth Project Phase 1b (includes most of Phase 2 SIDP submission) (SIDP Priority)	North Kesteven District Council	£10.25m	£11m		Medium
SHIIP Immingham Cycleway	North East Lincolnshire Council	£1m	£1.25m		Short/Medium
Upgrade to A15 Riseholme Roundabout (A15/A46 Junction) and Junction 4 (A15/M180 Junction)	North Lincolnshire Council/Lincolnshire CC	£600m	£600m		Concept
Brigg Link Road (Phases 1 - 3) (SIDP Priority)	North Lincolnshire Council	£1.6m	£3m		Short
Western Growth Corridor, Lincoln (Beevor Street) (SIDP Priority)	City of Lincoln Council	£14m	£28m		Short/Medium
Grantham Southern Relief Road (SIDP Priority)	Lincolnshire CC/South Kesteven DC	£71m	£178.9m		Medium
North Hykeham Relief Road (SIDP Priority)	Lincolnshire County Council	£104m	£148.5m		Medium
Lincolnshire Lakes Highways Scheme (SIDP Priority)	North Lincolnshire Council	£5m	£18.6m		Short/Medium
Barton Link Road	North Lincolnshire Council	TBC	TBC		Concept
Pinch Point Sub Programme - A17: Improvement of Heckington Bypass - upgrade to dual carriageway	Lincolnshire County Council	£17.5m	£12m		Concept
<u>Visitor Economy</u>					
Huttoft Boat Café	Lincolnshire County Council	£0.125m	£0.25m	5	Short
Gainsborough Marina (Part of Riverside Gateway Scheme) (SIDP Priority)	West Lindsey District Council	£4.67m	£7.78m		Medium
Lincoln : Vibrant City Centre Intervention Programme	City of Lincoln Council	£6.9m	£11.42m		Short/Medium
Skegness Foreshore Masterplan Programme	East Lindsey District Council	£3.1m	£6.6m		Concept
<u>Skills</u>					
Borderville Extension, Stamford	New College Stamford	£1.1m	£2.23m	1	Short
Made in Gainsborough Phase 2	Lincoln College	£0.5m	£1m	2	Short
Digital Transport and Logistics Academy	Boston College	£3.75m	£5.65m	4	Short
Centre for Public Health Education (capital element only by March 2021)	DN Colleges Group	£1.41m	£2.83m		Short
Skills Capital Investment Programme funding Gaps	Various	£4.2m	£21m		Short
National Centre for Sustainability in the Built Environment	University of Lincoln	TBC	TBC		Concept
TEC Partnership Skills Capital Programme	Grimsby Institute	£4.85m	£9.7m		Concept
Lincoln Medical School (Future Proofing)	University of Lincoln	TBC	£21m		Concept
<u>Business & Innovation</u>					
LSIP Phase 2 (SIDP Priority)	Lincoln Science and Innovation Park(LSIP)	£3.4m	£6.8m		Medium
Business Lincolnshire Growth Hub	Lincolnshire County Council	£5.48m	£7.75m		Medium
Greater Lincolnshire Growth Fund Programme	GLLEP Programme	£5m	£5m		Medium
Centre for Innovation in Rural Health	University of Lincoln	£11.5m	£19.1m		Medium
Greater Lincolnshire Formulation Hub	University of Lincoln	£3.63m	£6.1m		Medium
Fairfield Industrial Estate	Lincolnshire County Council	£3m	£10.75m		Medium
StamTech Innovation Centre	East Lindsey District Council	£3m	£6m		Medium/Concept
Employment Opportunity at RAF Scampton	Lincoln Science and Innovation Park(LSIP)	£0.7m	£0.98m		Medium/Concept
Plot K, Stallingborough Industrial Units	North East Lincolnshire Council	£1.89m	£5.28m		Short
Sleaford Moor Enterprise Park	North Kesteven District Council	£2.5m	£43.85m	6	Short

Waddington Technology Park	Lincolnshire County Council	TBC	£6.5m	Short/Medium
Gradus Business Centre: Northfields Industrial Estate Extension, Market Deeping	Lincolnshire County Council	TBC	£5.3m	Short/Medium
Rural Business Hubs, InvestSK	South Kesteven District Council	£1.3m	£2.6m	Short
E Factor Incubation	E Factor Group Ltd	£0.36	£1.2m	Short
Horncastle Industrial Estate Extension	Lincolnshire County Council	£0.2m	£0.7m	Short/Medium
Enhanced Inward Investment and Investor Development Service	Lincolnshire County Council	TBC	TBC	Medium/Concept
<u>Agri-Food</u>				
Future Proofing the Agri-food Industry	University of Lincoln	£21.7m	£42m	Short/Medium
Advanced Engineering Manufacturing Unit, Stallingborough EZ	North East Lincolnshire Council	£0.97m	£2.49m	Short
FEZ Programme Funding Gaps	LCC/WLDC/NELC	£1.5m	£18.6m	Concept
Agri-Grants Programme	GL LEP/NA LEP/GCGP LEP	£2m	£6m	Concept
<u>Energy</u>				
Greater Lincolnshire Energy Testbed	University of Lincoln	£9.6m	£16m	Short/Medium
Grantham Utility Collaboration (Spittlegate level Grantham Southern Quadrant (InvestSK))	Invest SK	£9m	£25m	Short
Grantham Southern Gateway Sustainable Electricity Supply	Lincolnshire CC/Western Power Distribution	£31m	£31m	Medium
Smart Grid	Lincolnshire County Council	TBC	TBC	Concept
<u>Housing</u>				
Vernatt's SUE & Sections 4 & 5 Spalding's South Western Relief Road (SIDP Priority)	Lincolnshire County Council	£12m	£20m	Medium
Gap Funding to unlock affordable housing	GL LEP Programme	£2.5m	£9.3m	Concept
Integration of Housing, Health and Care	GL LEP Programme	£2.1m	£17.4m	Concept
Enabling Housing Programme	GL LEP Programme	£10.5m	£77.1m	Concept
<u>Water Management</u>				
WRE - Phase 1 Smart Water Catchment Management	Lincolnshire County Council	£5.77m	£14m	Short/Medium
Isle of Axholme Flood Infrastructure (Phase 1 Keadby)	Environment Agency	£3.5m	£35m	3 Short
Saltfleet to Gibraltar Point Strategy Works Arising (2021 onwards)	Environment Agency	£5m	£75m	Medium/Concept
Barton to New Holland tidal defence improvements (SIDP Priority)	Environment Agency	£4.10	£24m	Concept
South Ferriby to Winteringham Flood Alleviation Scheme	North Lincolnshire Council	£1m	£11.84m	Short/Medium
Isle of Axholme Flood Infrastructure Phase 2	Environment Agency	£6m	£60m	Concept
Saltfleet to Gibraltar Point Coastal Defences	Environment Agency	TBC	£600m	Concept
<u>Creative Industries</u>				
Programme for Business Productivity, Growth and Innovation	University of Lincoln	£6.24m	£10.4m	Medium
Culture for the County	New Theatre Royal, Lincoln	£0.25m	£0.36m	Short/Medium
<u>Note* ParkAcre Innovation Centre & Warehouse - projects referred to Greater Lincolnshire Growth Fund</u>				
	ParkAcre	£0.5m	£2m	Short
Sleaford Growth Project Feasibility (part of wider Sleaford Growth Project)	North Kesteven District Council	£0.25m	£0.3m	Short

Paper 8 - Local Industrial Strategy

Recommendation:

That the LEP Board agree to allocating £95,000 towards the production of the of the Local Industrial Strategy and the SEP evidence base, and strategy in line with the agreed timetable.

1 Summary

- 1.1. Since our last meeting Greater Lincolnshire LEP has published the "Lincolnshire's Evolving Opportunities" framework document, together with a Call for Evidence which was open for responses until 1 March 2019.
- 1.2 This paper sets out the engagement we have undertaken and the key messages we have received in response to our Call for Evidence. It also sets out the timetable we will follow as we work towards publication of our LIS, including the discussions we will seek with government departments.
- 1.3 This paper also seeks approval for some work to support the LIS which we anticipate putting out to tender.

2 Background

- 2.1. "Lincolnshire's Evolving Opportunities" was published shortly after the last Board meeting, to open our Call for Evidence which ran until 1 March 2019.
- 2.2 **Engagement:** During the Call for Evidence we invited all sub-boards to consider and respond to the framework, and held two engagement meetings: firstly with Local Authority partners; and secondly with wider stakeholders. These presented an opportunity to test both our underpinning evidence base, and our emerging themes with a wider audience.
- 2.3 The Call for Evidence itself invited respondents to consider the following twelve questions:
 - What is the most important thing on which our Local Industrial Strategy should focus?
 - Have we identified the right strengths and competitive advantages? If not what would you change?
 - What interventions would you prioritise to address the skills issue?
 - Are there additional issues on skills that you would want the local industrial strategy to address?
 - What is the role of our Local Industrial Strategy in delivering the enhanced housing offer that we need, alongside the housing market and the planning system?
 - How can we encourage take-up of modern methods of construction and attract the associated skilled manufacturing jobs required across our area?
 - Would you add anything to the gaps identified in each opportunity/ priority within Lincolnshire's Evolving Opportunities: Framework?
 - What suggestions do you have for any interventions to support these priorities?

Paper 8 - Local Industrial Strategy

- How could your organisation get involved with development or delivery of the Local Industrial Strategy?
- What else does your business and/or community need to grow and succeed?
- Are there existing activities, aligned to this framework, of which we should be aware?
- What issues should we prioritise in our discussions with government in relation to each opportunity/priority within the Lincolnshire's Evolving Opportunities: Framework?

2.4 In addition to the feedback which we gathered at our engagement events, we received 21 written responses.

3 Key messages

3.1 The responses and engagement activity provide a rich source of examples and case studies which we can draw upon in producing our draft LIS. A complete log of all of the responses and suggested actions has been developed and is available for Board members to review. Please let us know if that is of interest. The rest of this section presents an overview of the main themes emerging from this exercise.

- **Skills:** all of the responses to questions 4 and 5 (skills) will need to be informed by the SAP analysis which has not yet been completed. It is recommended that the Board invite GLLSP's Employment and Skills Board (ESB) to advise in due course.
- **Housing:** some of the issues identified (e.g. active travel planning, the alignment of housing and travel plans, and improving the quality of green infrastructure around housing) would be more appropriately taken forward through the planning process. We can, however, encourage such action through the LIS. We can also consider how we might promote it in any future funding programmes.

It was also suggested that housing ought to be considered within a broader cross-cutting theme as an enabler. This could include wider infrastructure such as digital connectivity.

- East Lindsey District Council has articulated the current constraints to development on the coast and requested that the LIS set out an approach to government that would enable local partners to pilot new housing design, delivery and policy solutions in East Lindsey's coastal towns. This is a good example of the specifics of our place and it would be worth using the housing section to welcome freedoms and flexibilities (with regard to national planning policy) to pilot new housing design, delivery and policy solutions in East Lindsey's coastal towns. We can also ensure that our draft LIS considers the role of flood risk design and construction techniques (including exemplars from elsewhere) within "Design to fit the population and geographical needs of Greater Lincolnshire.
- **Visitor Economy:** We have noted the need to improve alignment between VE and culture; and the need for innovation-friendly culture. "Creating a Leisure and

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Culture sector fit for the new generation" could be a useful addition - if not in the LIS then in the forthcoming SEP refresh.

- **Agri-food:** The Agri-food Board provided a detailed response referencing the board's previous publications, calling for a focus on production efficiency, meeting consumer needs, the supply chain and interventions which have a transformative effect. Other responses suggested manufacturing is considered in line with agri-food.
- **Physical activity:** lots of data and evidence was cited in responses promoting the value of physical activity. The idea of developing a workforce and a society which is healthier and more effective, lives longer independently, and results in a more efficient use of public resources is clearly an attractive one. The Lincolnshire Physical Activity Taskforce is working on a "Blueprint for a More Active Lincolnshire" but it is not available yet. A similar contribution came from Active Lincolnshire (the County Sports Partnership) who would welcome dialogue to understand the local impact of physical activity; utilise physical activity and sport to improve the economy; and build an evidence base to drive investment into the area. We can look for ways to embed such thinking in the "living well for longer" theme and will follow up both offers to discuss how these agendas could be better aligned. The review of the Strategic Economic Plan may be the best way to take this wide-ranging topic forward overall, however.
- **Natural environment:** Lincolnshire Wildlife Trust suggests that Greater Lincolnshire could act as lead for the country in finding innovative solutions to sustainable economic growth in the conservation and natural heritage sector. We have some of the largest designated nature conservation sites in the UK, and unique environmental selling points such as landscape scale water farming and the potential for paludiculture (the sustainable management of peatlands through wet agriculture). It will be worth exploring the potential of these opportunities in the water and visitor economy sections of the LIS, subject to this advice of the Water Management and Visitor Economy boards.
- We received some strong messages in general about the potential for the natural environment to be positioned as a strength and an opportunity. The responses told us that we need to better reflect the natural environment potential of Greater Lincolnshire and the opportunities it can provide in our existing themes. This should include reference not just to the Lincolnshire Coast but also to the Wolds and wider countryside. It could capture the contribution of natural capital to clean growth, increased resilience, living well for longer and the visitor economy, and could be a potential sixth "natural capital" theme.
- This is interesting because, whilst it hasn't really emerged as a priority from our research, we know that sense of place and local distinctiveness will be something which our LIS must capture if it is to stand out from the crowd. We clearly need to provide a better narrative about our natural assets, their contribution to our sense of place, and the resulting business opportunities. A natural capital approach would help to draw out the "place" in our LIS, and our local distinctiveness.

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- Board members are recommended to invite Lincolnshire Wildlife Trust, the Greater Lincolnshire Nature Partnership and Natural England to help us explore how best to do this. Options might include inviting them to collectively nominate a Specialist Advisor to the LIS and/or form a Local Expert panel to assist with the next stages of LIS drafting.
- **Role of the RAF:** A number of responses (notably University of Lincoln and North Kesteven) suggested we consider the role of our military/RAF assets as they will have a significant role in the future development of the local economy across the area.
- **Digitalisation:** A number of responses suggested the role of digitalisation needs to come out more strongly. East Lindsey and North Lincolnshire in particular expected a greater focus on digital, whilst the University of Lincoln recommended it is rolled into a wider infrastructure cross-cutting theme, which incorporates housing and other infrastructure.
- **People:** There was a strong emphasis on the people element across the LIS framework, which was felt to be lacking. In particular, Lincolnshire County Council suggested that skills and employment need to be at the heart of the LIS and it needs to scream "people". Further comments were made around how People, Infrastructure and Communities could be building blocks which could be explored, with some suggestion that social innovation ought to be explored as well as economic innovation.

4 Next steps

- 4.1 **Timetable:** the attached Annex shows the anticipated timetable for production of the LIS. Board members are invited to note this timetable.
- 4.2 **Agreement and support from the board on progressing exploratory discussions with government departments:** We have been advised by BEIS Officials that it would be helpful to develop three of the priorities as a basis for initial discussions with relevant officials from across Whitehall. We propose that we should focus on Agri-food, Energy & Water and Visitor Economy (aligning to the recently announced Tourism Sector Deal) in the first instance as there are some clear current hooks on which we should be able to base a constructive discussion. Whilst this is happening we will make sure the others areas continue to progress so that we are in a strong position to also hold those discussions in the coming months.
- 4.3 **Approval for tendering:** It is proposed this is one single commission, comprised of a number of lots. Having this as a single commission is beneficial for the timescale, management and continuity of the development of the LIS, however by building lots into the commission we have flexibility should there be outstanding candidates for any given lot.

The lots proposed are as follows:

Lot 1: Development and visualisation of our evidence base.

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- Building on our existing evidence base and drawing in new information, this will provide an independent analysis of all available evidence, building in expert panels and literature reviews to develop an analysis pack, which we can present to Government as our definitive evidence base. £20- to £25,000

Lot 2: Drafting the Local Industrial Strategy

- Producing our draft Local Industrial Strategy, using all the guidance, frameworks and evidence produced so far and from lot 1. This lot includes support on engagement, delivery of workshops as well as the running of an independent panel to provide challenge to our evidence. £30-40,000

Lot 3: Call down strategy support

- A call off contract to provide ad-hoc strategy support through the development of the LIS. For example to help coordinate with Government, steer the development process. £20,000

Lot 4: SEP Refresh

- To review LIS evidence for SEP purposing and conduct the refresh of the SEP. £10,000

Board Directors are asked to approve the budget allocation from the Capacity Fund to support the next steps in developing the LIS and the SEP. The detail of the budget between headings to be delegated to the LEP Chief Executive.

5 Conclusion

5.1 Members are invited to note the above progress towards producing a Local Industrial Strategy for Greater Lincolnshire.

Paper 8 - Local Industrial Strategy

Annex B: Current timeline

Theme	Item	Start Date	End Date
Prioritisation	Collate responses to call for evidence	15-Jan-19	20-Mar-19
Prioritisation	Draft a brief for commissioning the writing of the LIS	01-Jan-19	31-Mar-19
SAP	Produce a plan that addresses the 5 stages of the Analytical Toolkit: 1) Analysis and definition of the local landscape, 2) Analysis of skills demand, 3) Analysis of skills supply, 4) Mapping of demand and supply, 5) Conclusions	01-Oct-18	31-Mar-19
SAP	Issue a procurement for the further evidence, analysis & insight	01-Mar-19	31-Mar-19
Evidence	Evidence discussion with CLGU analyst to check for gaps in plans to gather evidence	18-Mar-19	5-Apr-19
Evidence	Commission an Independent Economic Review (IER) in parallel with the LIS analysis & drafting.	01-Jan-19	19-Apr-19
Prioritisation	Procure external support to help with evidence & analysis	01-Apr-19	30-Apr-19
	LOCAL GOVERNMENT PURDAH	27-Mar-19	02-May-19
SAP	Share headlines and summary findings with ESB and LEP Board for comment.	16-May-19	30-May-19
Prioritisation	Procure external resource to write the LIS	01-Apr-19	31-May-19
SAP	Identify which topics within each stage of the analytical framework have the greatest relevance in Lincolnshire, including which topics require intervention.	01-Jan-19	31-May-19
SAP	Produce a proposal and action plan for our strategies, with evidence of the underpinning rationale.	01-Apr-19	31-May-19

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Theme	Item	Start Date	End Date
SAP	Take SAP analysis & insight to Employment & Skills Board for sign-off	26-Jun-19	26-Jun-19
Evidence	Publish draft evidence base themed by White Paper pillars	01-Jun-19	30-Jun-19
Prioritisation	Developing priorities discussed with senior government officials	01-Jun-19	30-Jun-19
Prioritisation	Ensure that the SAP analysis & insight feeds into the 'people' section of the LIS	01-May-19	30-Jun-19
Prioritisation	Take pre-publication draft of the consultation document to LEP Board for approval	19-Jul-19	19-Jul-19
SAP	Take final SAP analysis & insight to LEP Board for information	05-Jul-19	19-Jul-19
Prioritisation	Bilats with Other Government Departments (OGDs)	01-Jul-19	31-Jul-19
Evidence	Contractors to carry out further evidence & analysis work	01-Apr-19	31-Jul-19
Evidence	LISA Panel Evidence Challenge session	01-Aug-19	31-Aug-19
Prioritisation	Contractors write (consultation draft) LIS	01-May-19	31-Aug-19
Prioritisation	Take consultation document to LEP Board - for comment	27-Sep-19	27-Sep-19
Prioritisation	Formal consultation on draft LIS.	01-Sep-19	31-Dec-19
SAP	Ensure that SAP analysis & insight feeds into the LIS	01-Aug-19	31-Dec-19
Prioritisation	Contractors write final version of the LIS	01-Dec-19	28-Feb-20
Prioritisation	Sign-off of final LIS by LEP Board	01-Mar-20	31-Mar-20
Governance	Government agreement of final LIS – March 2020	01-Jan-20	31-Mar-20
Publication	Publish final approved version of LIS, including accompanying communications	01-Apr-20	30-Apr-20

Paper 8.1

Update on Sector Deals

1 Background

- 1.1 Sector Deals were first muted in the Government's Industrial Strategy Green Paper at the beginning of 2017. The Green Paper set out an 'open door' challenge for industry to come to the Government with proposals to transform and upgrade their sector. The paper stated, "this is not about the Government providing additional funding; rather, it [is] an open call to business to organise behind strong leadership, like the automotive and aerospace sectors, to address shared challenges and opportunities."

Since announcement of this open call, there has been significant interest from a broad range of sectors and sector bodies to develop a deal. A number of Sector Deals have now been published providing insight as to how government expects them to deliver in practice. The deals incorporate significant funding from both government and industry but in line with the Green Paper statement, this draws down from previously announced funding commitments, particularly the Industrial Strategy Challenge (ICSF).

2 What are Sector Deals?

- 2.1. A Sector Deal is intended to be a something for something agreement with government. The crucial thing is additionality to the wider industrial strategy and addressing specific challenges holding the sector back from achieving its ambition. In exchange for government action specific to a sector the Government is looking to sectors to agree to deliver outcomes in support of the industrial strategy objectives. Sector Deals are modelled on place based Local Growth Deals which have been administered through the LEPs and which have had adopted a similar something for something approach.

In developing the Sector Deals, the Government is looking for businesses to collaborate with other stakeholders, such as universities and local leaders to produce a clear proposal for boosting the productivity of their sector, setting out detailed plans to address challenges such as:

- Delivering upgrades in productivity, including in supply chains
- Promoting competition and innovation
- Facilitating long term investment and coordination between suppliers and primes
- Developing and growing the strengths of particular clusters
- Increasing exports
- Commercialising research across sectors
- Boosting skills and the number of high value, high productivity jobs

3 Existing Deals

- 3.1 The White Paper, published at the end of 2017, announced a number of deals that were in the process of being agreed and since then further deals have been published. These published deals include a significant amount of detail based around the five pillars of the Industrial Strategy: People (Skills), Ideas (Innovation), Infrastructure, Business Environment and Place. The summary below is intended to give a flavour of the type of commitments that are being made by government and industry.

Deal	Headlines
Life Sciences	The Sector Deal will help ensure new pioneering treatments and medical technologies are produced in the UK, improving patient lives and driving economic growth.

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Update on Sector Deals

<p><u>Sector Deal 1</u></p> <p><u>Sector Deal 2</u></p>	<p>Government commitments include:</p> <ul style="list-style-type: none"> • Strengthening the environment for clinical trials • ICSF funding: <ul style="list-style-type: none"> ○ Data to early diagnostics and precision medicine programme - £210m ○ Support for measures to grow medicines manufacturing - £146m ○ Accelerating detection of disease challenge - £79m • Implement a regional approach to the life sciences sector deal by working closely with key clusters and the devolved administrations. <p>Sector commitments include:</p> <ul style="list-style-type: none"> • Match-funding for ISCF investment of up to £253m creating an environment to support further investments in the manufacturing of complex medicines in the UK, including vaccines and advanced therapies • A broad range of commitments from individual companies and organisations are detailed in the two deal documents.
<p><u>Construction</u></p>	<p>The deal aims to boost the sector’s productivity, through greater investment in innovation and skills, creating new and well-paid jobs and maximising its export potential. This will also reduce the environmental impact, improve the efficiency and reduce whole life cost of new projects and buildings to help build the houses, schools, hospitals and major transport projects we need.</p> <p>Government commitments include:</p> <ul style="list-style-type: none"> • ISCF £170m investment in the Transforming Construction providing funding for: digital technologies, manufacturing technologies and production systems, energy generation and storage technologies for buildings, and R&D and demonstration programmes. • Invest £34m to scale up innovative training models across the country - to support the delivery of 1.5m new homes by 2022. <p>Sector commitments include:</p> <ul style="list-style-type: none"> • Invest £250m directly aligned with the Industrial Strategy Challenge Fund Transforming Construction: Manufacturing Better Buildings programme • Reform the Construction Industry Training Board (CITB) so that it is more strategic and focussed on future skills needs.
<p><u>Artificial Intelligence</u></p>	<p>This Sector Deal sets out actions to promote the adoption and use of AI in the UK, and delivers on the recommendations of the independent AI review, Growing the AI industry in the UK, led by Professor Dame Wendy Hall and Jérôme Pesenti.</p>

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Update on Sector Deals

	<p>Government commitments include:</p> <ul style="list-style-type: none"> • Invest up to £20m in the application of AI in the services sector through the Next Generation Services Industrial Strategy Challenge. • £93m from the ISCF into the robotics and AI in extreme environments programme. • Work with academia, the broader research community, industry and end users to integrate AI into future ISCF challenges. • Build towards an additional 200 doctoral studentships in AI and related disciplines a year by 2020-21, raising numbers year-on-year into the next decade. The AI-relevant studentships will be distributed via the current EPSRC call for Centres in Doctoral Training <p>Sector commitments include:</p> <ul style="list-style-type: none"> • Match funding for AI solutions across key sectors: services, life sciences, agriculture and the public sector. • Up to £12m of anticipated industry funding to support the Next Generation Services Industrial Strategy Challenge. • Work with government and universities to assess the potential role for new Masters conversion courses in AI related expertise.
<p><u>Automotive</u></p>	<p>This Sector Deal builds on the government’s long-standing partnership with the UK automotive sector. It ensures that the UK continues to reap the benefits from the transition to ultra-low and zero-emission vehicles by continuing to build the agile, innovative and cost competitive supply chain needed to secure international investment.</p> <p>Government commitments include:</p> <ul style="list-style-type: none"> • £225m from 2023 to 2026 to support R&D in the sector (previously announced in 2015 spending review). • £40m R&D funding from the National Productivity Investment Fund (matched by industry), to support new charging technologies for on-street and wireless charging projects. • £20m to support vehicle-to-grid projects in order to create a smarter energy system, while increasing the numbers of electric cars on UK roads • £246m for the Faraday Battery Challenge to make the UK a world leader in the design, development and manufacture of batteries for the electrification of vehicles. <p>Sector commitments include:</p> <ul style="list-style-type: none"> • Automotive R&D ` £225m match funding for collaborative R&D from 2023 to 2026. • Match fund at least £16m (contribution in kind) from supply chain companies participating in the competitiveness and productivity improvement programme.

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Update on Sector Deals

	<ul style="list-style-type: none"> £59m match funding for the Faraday Battery Challenge Innovate UK programme.
<p><u>Creative Industries</u></p>	<p>This deal will invest more than £150m across the lifecycle of creative businesses including: the places of the future by funding leading creative clusters to compete globally; the technologies and content of the future via research into augmented reality and virtual reality; and the creative skills of the future via a careers programme to open up creative jobs to people of every background.</p> <p>Government commitments include:</p> <ul style="list-style-type: none"> £20m over the next two years to roll out a Cultural Development Fund. Invest £39m from the ISCF to the AHRC to bring together top universities and businesses in a series of research and development partnerships. Establish a new Creative Industries Trade and Investment Board, with at least £4m from existing Department for International Trade budgets to support exports in 2018/19, subject to final business planning. <p>Sector commitments include:</p> <ul style="list-style-type: none"> Supporting Creative Kickstart Programme to provide firms in clusters with mentoring and advice on finance, exports and IP including a creative industries roadshow to introduce businesses and investors. Contribute upwards of £25m to the AHRC Creative Industries Clusters Programme. Work with government to develop a major sustainable industry-led creative industries careers programme, including delivering a major advertising campaign led by the Creative Industries Federation.
<p><u>Federation</u></p>	<p>This deal aims to ensure that the UK’s nuclear sector remains cost competitive with other forms of low-carbon technologies to support the Government’s Clean Growth Strategy and Grand Challenge. Through adopting new construction techniques and innovative approaches to manufacturing, the deal aims to reduce the costs of building new reactors in a way that builds domestic supply chain capability and skills.</p> <p>Government commitments include:</p> <ul style="list-style-type: none"> Up to £56m for R&D for advanced modular reactors Work with the sector to explore options to increase the number of nuclear-related PhDs by looking at routes to provide additional investment via Centres for Doctoral training or similar approaches delivered by UKRI In line with the Public Accounts Committee’s recommendations with respect to Hinkley Point C, the government will keep under consideration a range of financing options when deciding how to proceed with

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Update on Sector Deals

	<p>future new nuclear projects. F</p> <p>Sector commitments include:</p> <ul style="list-style-type: none">• Bring forward technically and commercially viable propositions that would lead to deployment of new reactors that would be investable and cost competitive in the energy system• Leverage further funding (e.g. from local and International sources) to support the creation or extension of current research infrastructure to demonstrate new construction, qualification, control & instrumentation and modular build techniques ` The industry will continue to develop ideas for research & commercialisation of innovation proposals, including through bids to the ISCF.
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<u>Aerospace</u>	<p>This deal aims to position the UK to take advantage of the global move towards hybrid-electric and electric propulsion and to exploit valuable emerging markets such as drones and Urban Air Mobility.</p> <p>Government commitments include:</p> <ul style="list-style-type: none">• Up to £125m Industrial Strategy Challenge Fund funding for the Future Flight programme which will implement activities to deliver a more electric autonomous and environmentally friendly aviation and aerospace sector.• £13.7m funding from the wider Aerospace R&T programme for further rounds of the National Aerospace Technology Exploitation Programme to bring SMEs and customer companies together to help SMEs develop technologies and bring them to market. <p>Sector commitments include:</p> <ul style="list-style-type: none">• Match funding of government’s £1.95bn R&D programme to 2026. Projects that show a clear path to further private research or commercial exploitation will be prioritised.• Prime, Tier 1s and other larger companies will provide support to assist SMEs in the co-funded development of technologies towards commercialisation.• UK Aerospace Research Consortium will work in partnership with industry, the Aerospace Technology Institute, research councils and the government to seek to create a UK-wide infrastructure of accessible, integrated and world-class university strategic facilities that align with industry’s priorities.• Working with the Institute for Apprenticeships and devolved administrations to deliver apprenticeship level 3, 4 and 5 standards and develop clear progression routes.
<u>Rail</u>	<p>This deal sets out a new approach to the rail industry and the government working in partnership to transform the rail sector by taking actions to increase the use of digital technology, boost productivity, improve the service received by those who use our railways and build the skills of the UK workforce.</p> <p>Government commitments include:</p> <ul style="list-style-type: none">• Produce a detailed 5-year plan and longer-term roadmap of Digital Railway interventions with a more certain, sustainable investment profile.• Supporting suppliers of all sizes to innovate will enable the sector to improve rail technology and innovation in the UK.• £92m for research aimed at establishing the UK as a world-leading centre of railway excellence invested through the UK Rail Research and Innovation Network (UKRRIN)¹

¹ UKRRIN is a partnership between the rail supply industry and a consortium of eight universities: Digital Systems (led by University of Birmingham), Rolling Stock (led by University of Huddersfield, in partnership with Newcastle University and Loughborough University)

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	<p>Sector commitments include:</p> <ul style="list-style-type: none">• Establishment of a platform for securely sharing rail industry data.• By the end of 2025, industry will achieve a whole industry whole system unit cost that is significantly lower than current UK conventional infrastructure only costs (equivalent to European Benchmark Costs).
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4 Future Deals

4.1 The government has said that an announcement about discussions on further deals is due soon. It is difficult to anticipate what sectors these deals might focus on given how widespread interest has been. We know that early discussions have taken place across a range of sectors - the reality of a ground-up approach.

That said, there are a number of ongoing discussions that we are aware of for which a deal has yet to be published.

Tourism: In November, The Secretary of State for Digital, Culture, Media and Sport Jeremy Wright confirmed the government would begin negotiations with the Tourism sector on a sector deal. As part of this process, he has called upon the industry to respond with a renewed commitment to promote its offer throughout the year, not just in the peak summer months, and increase clear career paths. The sector has been asked to look at the key themes of:

- Making tourism and hospitality a career for life
- Making the UK the most accessible tourism industry in the world
- Sharing industry data to identify growth opportunities in new and emerging markets

Food and drink: The Industrial Strategy White Paper announced the establishment of a Food and Drink Sector Council, which would lead the work to secure the UK's position as a global leader in sustainable, affordable, safe and high-quality food and drink. The Council has met several times over the past year and has been tasked with developing a sector deal for food and drink manufacturing. The deal is to focus on innovation and export. Ursula Lidbetter, Chair of the Greater Lincolnshire LEP, sits on the Council as representative for all LEPs. The Council last met in October where they were informed that the Sector Deal had moved into formal negotiations.

Industrial Digitalisation: Industrial Digitalisation was one of the first set of deals described in the Green Paper. The work has been led by Juergen Maier, CEO of UK Siemens, with publication of the Made Smarter review at the end of 2017. The recommendations of the review have yet to be agreed as a formal sector deal although the Government are increasingly referring to it as the

and Infrastructure (led by University of Southampton, in partnership with the University of Nottingham, the University of Sheffield, Loughborough University and Heriot-Watt University).

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Digital Manufacturing Strategy and have announced funding in support of some of the recommendations. In Spring 2018, £20m investment was announced to support a digital demonstrator pilot in the North West to help SME manufacturers adopt industrial digital technologies such as robotics and data analytics. A further £121m was announced in the Budget to support the transformation of cross-sector manufacturing with digital technologies, such as the Internet of Things and immersive technologies. Colleagues will recall that the Made Smarter review had a particular focus on the following sectors: construction, food and drink, pharma and aerospace.

Paper 9

Briefing on use of graduate salary data to rate performance of universities

1 The Issue

- 1.1 The increasing use of graduate salary data to assess performance of universities goes against the aim of the Government's Industrial Strategy to "tackle entrenched regional disparities in education and skill levels" and that of the Post-18 funding review of tertiary education for "a joined-up system that works for everyone." This is because the data is not currently benchmarked for region of employment and so significant differences in average graduate salaries across the UK are not taken into account. The unintended consequence is that universities outside of London and the South East are incentivised to encourage their graduates to seek employment elsewhere.

2 Proposal

- 2.1. We would like to propose that a group of LEPs write to the Secretary of State for Education, Damien Hinds, to raise this as an issue of concern and to ask that benchmarking graduate salary data for region of employment is considered a priority

3 Graduate Salary Data

- 3.1 The longitudinal education outcomes (LEO) data brings together information from the Department for Education with employment, benefits and earnings information from the Department for Work and Pensions and Her Majesty's Revenue and Customs. The data has been available since 2015 and the Institute for Fiscal Studies (IFS) has published a number of reports based on its analysis of the data. The most recent report published on Tuesday (27th Nov), did not consider the issue of regional wage disparities.

HMRC do not currently release information about where graduates are employed meaning that it is not possible to benchmark the information in relation to significant differences in salary levels across the country. We understand that the Department for Education were given location data for a small subset of graduates in September but at present there is no intention to roll this out further.

4 Measuring the success of universities

- 4.1 The Teaching Excellence and Student Outcomes Framework (TEF) is a national exercise, to assess excellence in teaching and graduate outcomes at universities and colleges in England. The University of Lincoln was proud to be awarded Gold in the Teaching Excellence Framework last year. The TEF exercise is fairly new and has been evolving. In the last year it has been announced that it will include the use of graduate salary data to measure the proportion of graduates in sustained employment earning over the median UK salary of £21k.

5 Unintended consequences

- 5.1 The TEF is already a significant driver for universities and there are also concerns that the LEO data set might also be used as a way of restricting the number of students that individual universities can recruit following publication of the post-18 funding review.

Paper 9

Briefing on use of graduate salary data to rate performance of universities

The problem is that the UK has a very high level of income inequality compared to other developed countries. For example, households in the south-east of England have a combined wealth of £2.46tn compared with £368bn in the north-east.¹ In Greater Lincolnshire, the median graduate salary is £18,000 compared to the UK median of £21,000.² The use of un-benchmarked graduate salary data is therefore unintentionally incentivising universities residing in parts of the UK with the lowest wages to direct their graduates towards London and the South East.

This clearly goes against the aims of the Industrial Strategy to rebalance the UK economy and the aims of individual LEPs across the UK to increase skill levels in their areas. As the Industrial Strategy Green Paper acknowledged: “Skills shortfalls in some parts of the country contribute to imbalances in productivity in the UK, as shown in a recent CBI report highlighting education and skills as the biggest determinants of regional variations in productivity.”

¹ ONS wealth and assets survey July 2014 to June 2016

² 31% of students from the University of Lincoln currently stay in Greater Lincolnshire after graduation

Paper 10

Title: Extension to Lincolnshire Wolds Area of Outstanding Natural Beauty (AONB).

1.0 Summary

- 1.1 The area of North Lincolnshire contains landscapes which have been identified as high quality and of natural beauty.
- 1.2 This standard of quality and natural beauty is consistent with that of the existing Lincolnshire Wolds AONB.
- 1.3 Due to the existence of unnatural borders and the overall sustainability of the AONB the current AONB Joint Advisory Committee recognises the need to review the AONB boundary.
- 1.4 Extending the boundary to the north into North Lincolnshire should deliver the following benefits:
 - protect and enhance the quality the landscape,
 - strengthen the resource base of the AONB,
 - ensure development is managed appropriately,
 - contribute significantly to the economic development of North Lincolnshire
 - act as a significant catalyst to our positioning, enabling us to better capture our place-based narrative, which is, at its centre, that we offer the perfect blend of economic opportunity in a place of outstanding natural beauty.
- 1.5 Ongoing work to ensure the boundary of the AONB is reviewed, both in the north into North Lincolnshire and in other areas, should be supported.

2.0 Background

- 2.1 North Lincolnshire's naturally formed landscapes date back to the last ice age, shaped as the glaciers first carved out their southern paths before the retreat left a rich and fertile land which has since been conscientiously stewarded by humans for millennia.
- 2.2 The landscape boasts a vibrant mix of habitat ranging from estuary, river, farmland, woodland and urban to create an eclectic blend of flora and fauna found only in this region.
- 2.3 These naturally-formed environments are just the foundations of our story. Laid down as pages of a book, on top has being etched into them an account of several thousand years of human history – North Lincolnshire is a living, breathing historical manuscript of humankind.

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- 2.4** This rich history actually covers the period of time from at least 155m million year ago, as the fossils of a Pliosaur show, through the Neolithic Stone Age, Iron Age settlements, the Roman Empire, Medieval Britain, the Industrial Revolution and more recently the engineering masterpiece that is the Humber Bridge.
- 2.5** We are acutely aware of our past, the history that is etched into the landscape, the precious habitats which exists here, and we want to preserve them for future generations.
- 2.6** When North Lincolnshire is rightly recognised as an Area of Outstanding Natural Beauty, we will be able to write the next chapter in this book so we can hand over the tome to be added to by generations to come safe in the knowledge we made a contribution of significant value.
- 2.7** North Lincolnshire's Area of Outstanding Natural Beauty includes:
- The sweeping landscape of the Ancholme Valley – a living account of more than a millennium of human history
 - The Wooded Scarp of North Lincolnshire - complete with the six Domesday Book-recorded Low Villages of South Ferriby, Horkstow, Saxby All Saints, Bonby and Worlaby, which, when considered with nearby Elsham, boast 44 listed buildings in six villages within only seven miles
 - The breath-taking and inspirational North Lincolnshire Wolds - a landscape forged 10,000 years ago in the last ice age, which, with open skies and long views, is a haven of tranquillity
 - The scheduled monuments of Thornton Abbey and Goxhill Hall – the former's fortified gatehouse recognised as among the finest in England
 - The North Lincolnshire Edge – a Jurassic-era formed physical geography which supports a flourishing plant life which itself provides a habitat for many rare species
 - The Humber Estuary – the place where the 50 mile stretch of the Lincolnshire Wolds emerges gloriously from beneath the water of the river to the natural metronome of the incoming and outgoing tides
 - And, the internally recognised conservation areas in and around Alkborough which support innumerable habitats and breeding grounds through to the earliest example of a turf maze which is believed to be around 800 years old.
- 2.8** Individually, these areas create a compelling case, collectively they represent a unique combination of natural heritage and human influence which builds an undeniable narrative capturing the technical

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elements required but more so the spirit of what a designated Area of Outstanding Natural Beauty should be.

2.9 Extensive work has been undertaken to objectively assess the quality of North Lincolnshire's landscape. This is summarised in appendix 1.

2.10 North Lincolnshire Council has engaged with key organisations including:

- Natural England
- LW Countryside Service (AONB Staffing Unit)
- NFU
- LWT
- Historic England

2.11 Based upon the work summarised in appendix 1, they have all indicated support for an extension of the AONB to the north into North Lincolnshire. Representatives of North Lincolnshire Council will meet with the AONB Joint Advisory Committee on 11 April 2019 with a view to making a subsequent formal application to Natural England to review the AONB boundary, including an extension into North Lincolnshire.

3.0 Conclusion

3.1 The need to review the boundary of the Lincolnshire Wolds AONB is recognised and if actioned would be undertaken through a formal verification and public consultation process coordinated by Natural England's national protected landscapes team. (Note: the effectiveness of the designation of AONBs and National Parks is currently the subject of the ongoing Glover Review, with outcomes and recommendations expected in the autumn. This may extend into changes with the verification procedures which have been deemed by many to be poorly resourced at the national level).

3.2 There is a developing evidence base to justify a review of the current Lincolnshire Wolds AONB boundary with a view to consider extending to the north, as well as providing the opportunity to review other known boundary anomalies.

3.3 In view of the expected benefits, the GLLEP Board would endorse a formal review of an extension to the existing AONB boundary, including to the north into North Lincolnshire and would welcome further engagement in the process with a view to supporting North Lincolnshire's application.

3.4 The GLLEP Board would also seek to be respectful and accommodating to the formal position of the current Lincolnshire Wolds

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Title: Extension to Lincolnshire Wolds Area of Outstanding Natural Beauty (AONB).

AONB Partnership – namely the Lincolnshire Wolds Joint Advisory Committee (JAC) and its key constituent local authorities of Lincolnshire Council, East Lindsey District Council, West Lindsey District Council and North East Lincolnshire Council.

North Lincolnshire AONB extension assessment

Interpretation of Natural England's Natural
Beauty criterion

Reaching the Humber: a northern extension to the Lincolnshire Wolds AONB



Under the Countryside and Rights of Way Act 2000 (CROW Act), Natural England can make orders to designate an area of outstanding natural beauty (AONB) or vary the boundaries of existing ones.

Natural England has produced a document that outlines their general approach to designation as well as a suggested method for the practical assessment of landscapes in designation decision-making.

Natural England defines its Technical Criteria as 'Natural Beauty'.

There are 6 defined factors, divided into sub-factors, which are judged by demonstrable indicators.

The factors, sub-factors and their indicators are neither ranked nor weighted in order of importance.

There is no scoring involving accumulations of indicators and it is possible for a landscape to exhibit natural beauty even if several of the indicators suggested are not present

What is Natural Beauty?

Natural England's definition

Natural Beauty factors

Factor	Example sub-factor	Example Indicator
Landscape quality	The condition of the landscape's features and elements	Landscape elements are in good condition
Scenic quality	A distinctive sense of place	Landscape character lends a clear and recognisable sense of place
Relative wildness	A sense of remoteness	Relatively few roads or other transport routes
Relative tranquillity	Contributors to tranquillity	Presence and/or perceptions of natural landscape, stars at night, sea and similar influences
Natural heritage	Wildlife and habitats	Presence of individual species that contribute to sense of place, relative wildness or tranquillity
Cultural heritage	Associations of the landscape with people, places or events	Evidence that the landscape has associations with notable people or events, cultural traditions or beliefs

There are 6 Natural Beauty factors identified by Natural England, supplemented by sub-factors and indicators. The above is an extract from the full table, available in Appendix 1 of Natural England's document 'Guidance for assessing landscapes for designation as National Park or Area of Outstanding Natural Beauty in England'

Natural Beauty assessment

Factor	Source of assessment	Means of assessment
Landscape quality	Existing North Lincolnshire Landscape Character Assessment	Professional judgement
Scenic quality	Existing North Lincolnshire Landscape Character Assessment	Professional judgement
Relative wildness	Existing North Lincolnshire road network	Spatial analysis using ArcGIS
Relative tranquillity	Existing North Lincolnshire road network	Spatial analysis using ArcGIS
Natural heritage	International and National designations	Spatial analysis using ArcGIS
Cultural heritage	National and Local designations	Spatial analysis using ArcGIS

In order to develop a robust means of assessment, JBA:

- reviewed Natural England’s guidance document,
- Reviewed other AONB extension submissions
- Contacted other AONB management teams to discuss their experience of the process

Assessing the data

Spatial Analysis

How?

JBA wanted to produce a methodology that would identify areas within North Lincolnshire that could be considered as a candidate area for future discussions with Natural England.

Landscape and Scenic Quality would be drawn from the existing North Lincolnshire Landscape Character Assessment (LCA) produced in 1999. This would be supplemented through the fieldwork and representative viewpoints recorded in the 2018/19 LCA review.

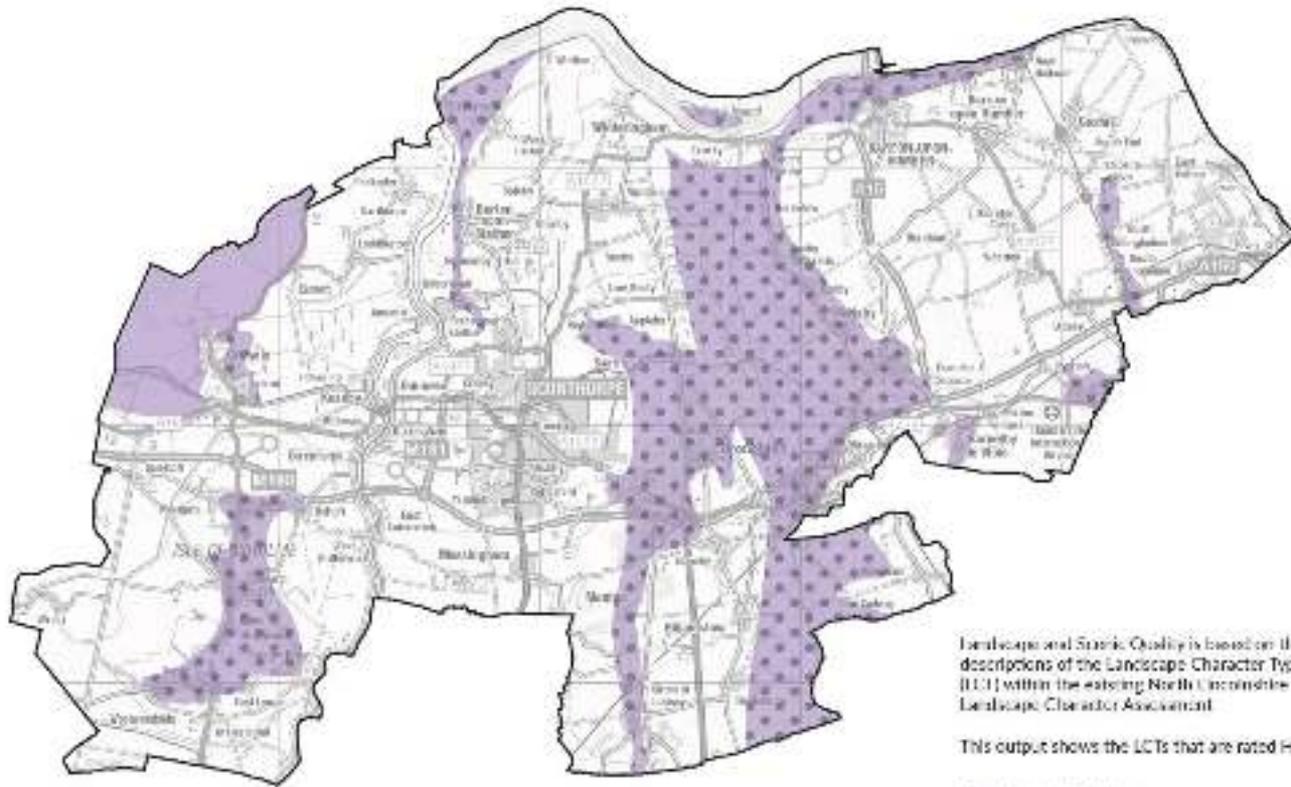
Tranquillity and Wildness were considered as inter related; it was unlikely that one would exist without the other, especially as both draw upon limited human influence as part of their definition.

JBA presented a methodology utilising physical buffer zones around the hierarchy of the road network across the county.*

Natural and Cultural Heritage would be based on National and Internationally recognised designations awarded and managed by government bodies such as Historic England and Natural England.

** Campaign to Protect Rural England (CPRE) has produced a Tranquillity Map (2007) that has been compared with JBA's methodology – see later slides*

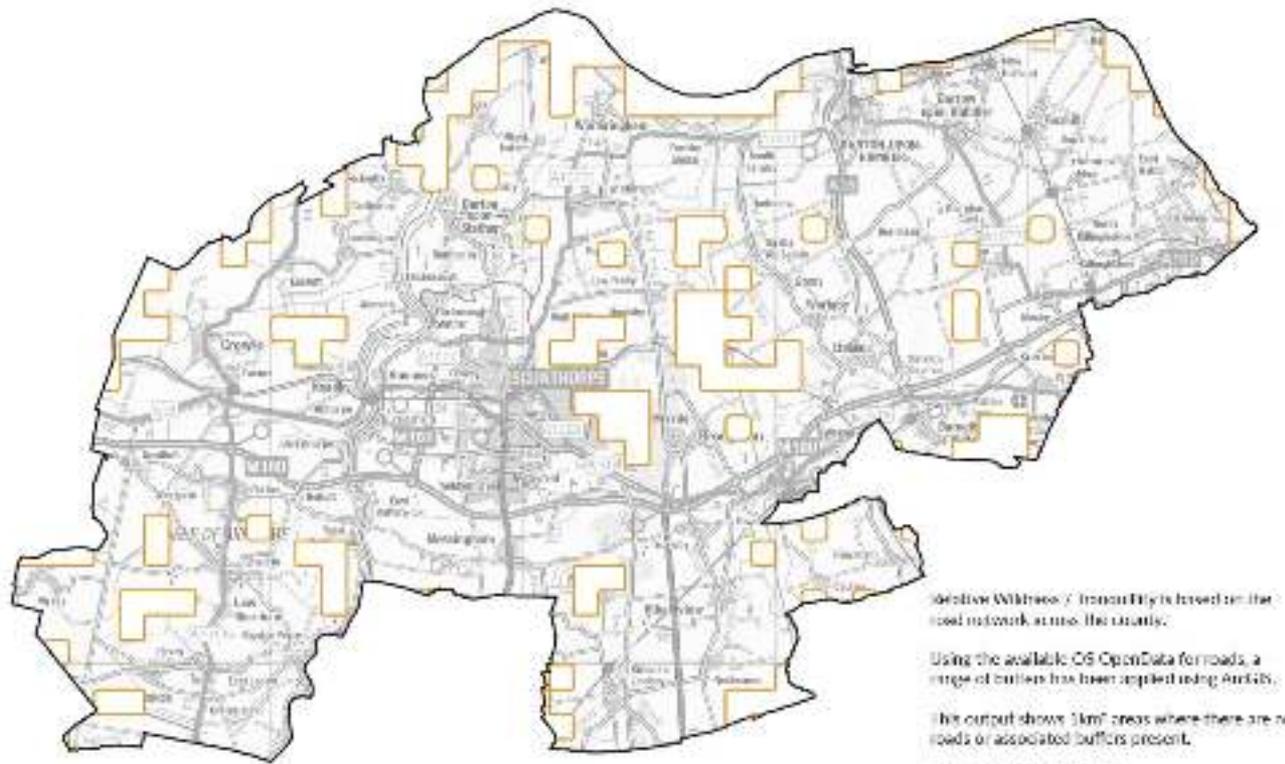
Landscape & Scenic Quality



Contains OS Open Data 2019

Areas of High value.

Relative Wildness & Tranquillity



Contains OS Open Data 2019

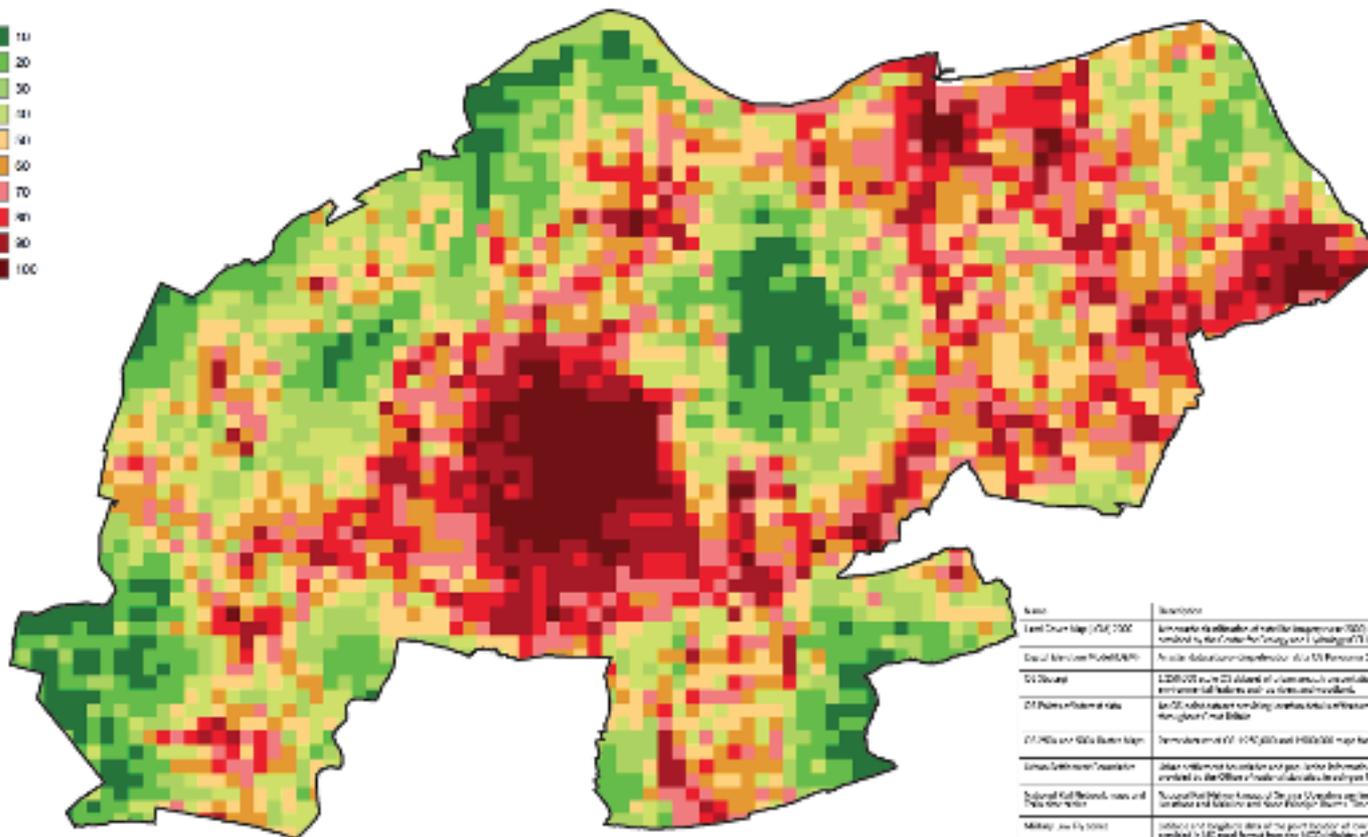
JBA methodology:

- Identify road function,
- Apply a buffer from the road centre line,
- Process buffers in ArcGIS,
- Create and overlay a 1km² grid across the whole county,
- Calculate the percentage of buffer present in each 1km²,
- Those 1km² areas with no buffer present were classed as High.

Areas of High value.

CPRE Tranquillity Map (2007)

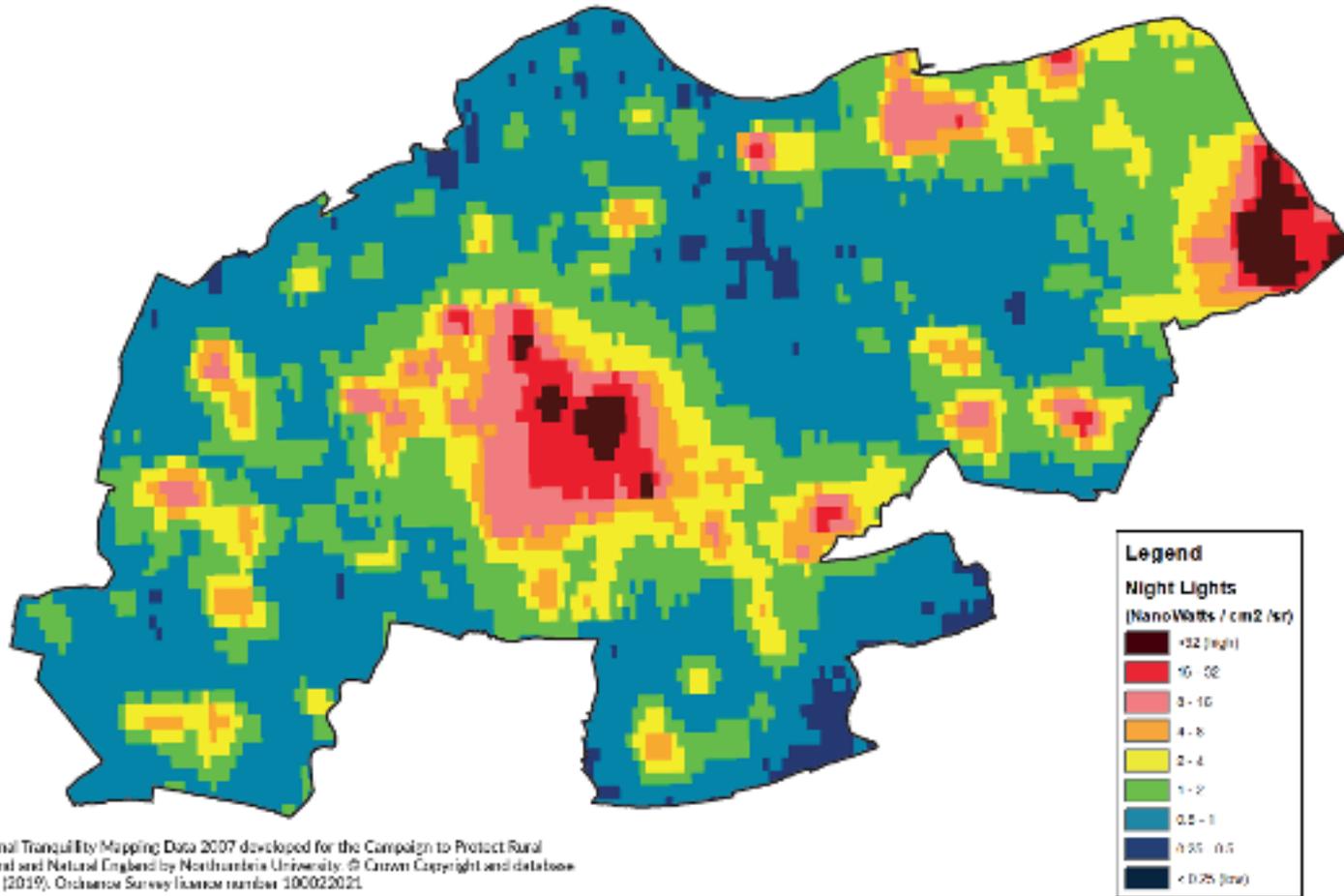
Tranquillity Classes



Name	Description
Land Cover Map (LCU) 2000	Annex 1 to the evaluation of water for agriculture (2000) description of land cover, provided by the Centre for Ecology and Hydrology (CEH)
Local Authority Public Access	Public Access Locations (PALS) data from the Environment Agency
OS Contour	OS Contour data (OS Contour) provided by the Ordnance Survey
OS Point of Interest	OS Point of Interest (POI) data provided by the Ordnance Survey
OS POI and OS Point of Interest	OS Point of Interest (POI) data provided by the Ordnance Survey
Local Authority Planning	Local Authority Planning (LAP) data provided by the Local Authorities
National Grid Reference and Data	National Grid Reference (NGR) data provided by the Ordnance Survey
Military Use Data	Military Use Data (MUD) provided by the Ministry of Defence
Historical maps for the 18th and 19th centuries	Historical maps for the 18th and 19th centuries provided by the Ordnance Survey
Topography	Topography data provided by the Ordnance Survey
Green Data	Green Data (GD) provided by the Ordnance Survey

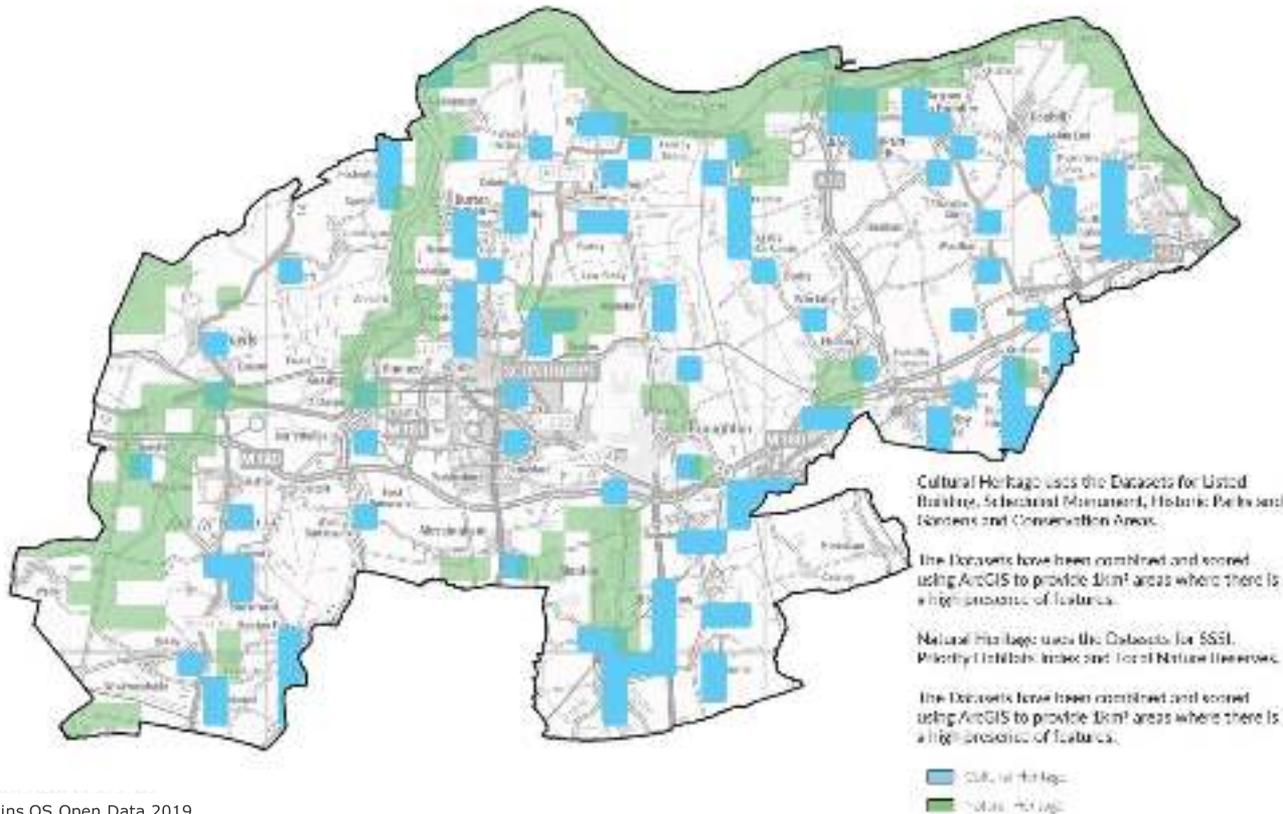
National Tranquillity Mapping Data 2007 developed for the Campaign to Protect Rural England and Natural England by Northumbria University. © Crown Copyright and database rights (2019). Ordnance Survey licence number 100022021

CPRE Dark Skies Map (2016)



National Tranquillity Mapping Data 2007 developed for the Campaign to Protect Rural England and Natural England by Northumbria University. © Crown Copyright and database rights (2019). Ordnance Survey licence number 100022021.

Natural & Cultural Heritage



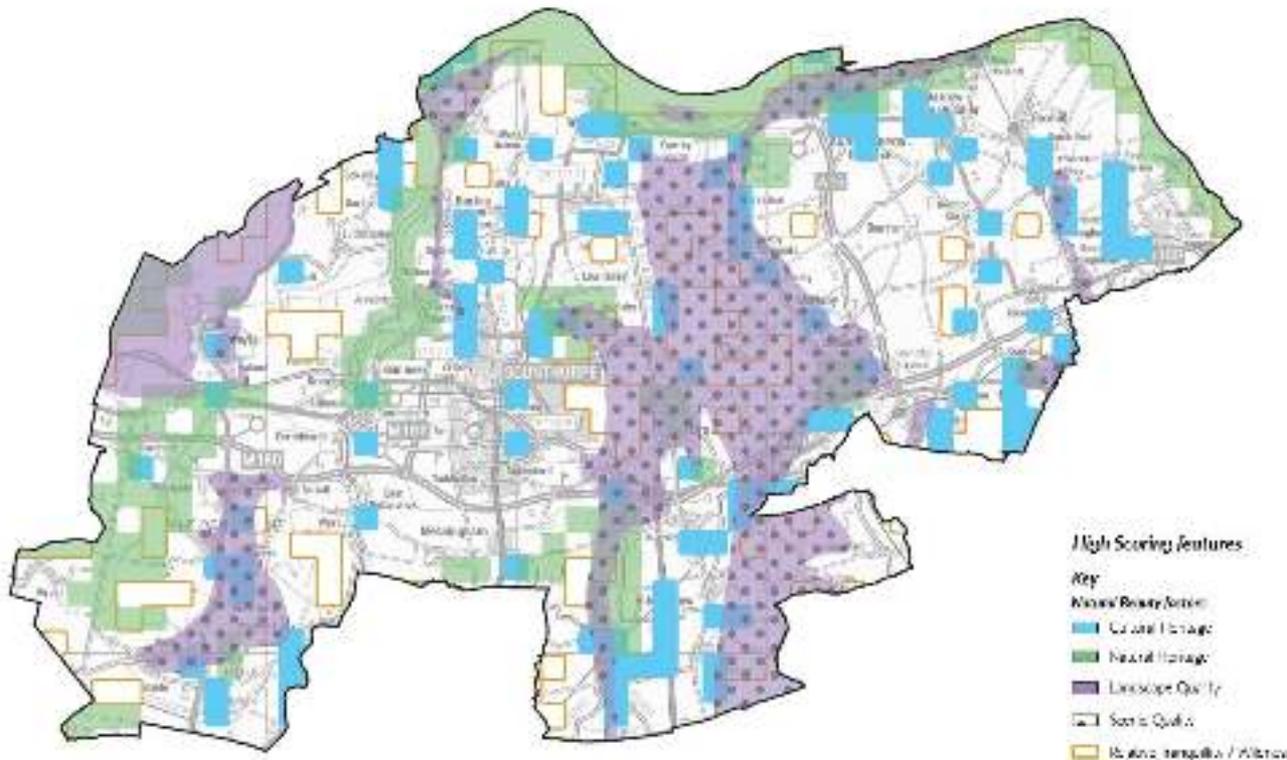
Contains OS Open Data 2019

JBA methodology:

- Establish which designations are present and whether they score high or medium,
- Create and overlay a 1km² grid across the whole county,
- Only show the 1km² areas with a high scoring heritage designation,
- Initial analysis of the datasets creates an overlapping matrix that is difficult to discern,
- The application of a 1km² grid system and an associated value judgement is a means of allowing the viewer to observe spatial distribution patterns in different classification qualities.

Areas of High value.

Combining the Natural Beauty (1)

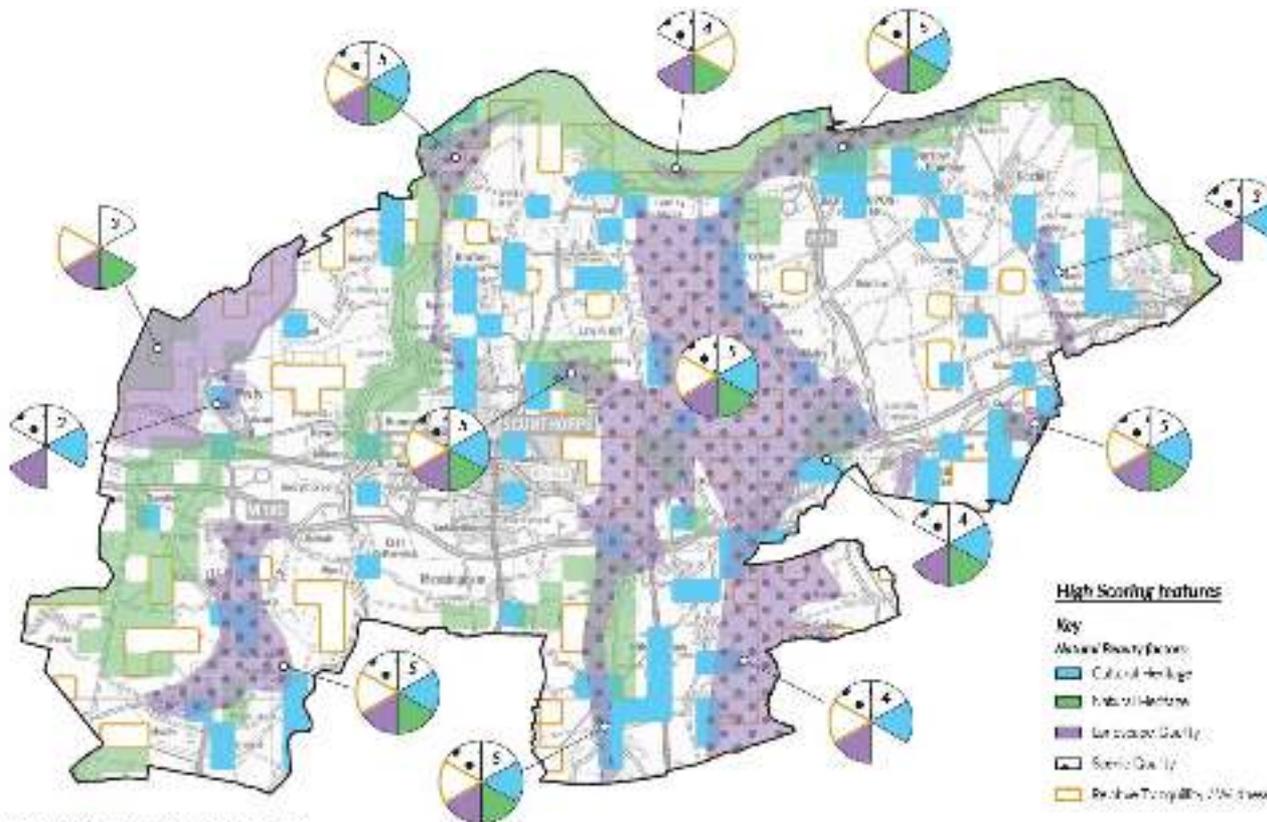


Contains OS Open Data 2019

- JBA methodology:
- All of the previous High scoring maps are now combined,
 - Combined map starts to show where the High scoring areas overlap.

Combined geographical areas of High value.

Combining the Natural Beauty (2)



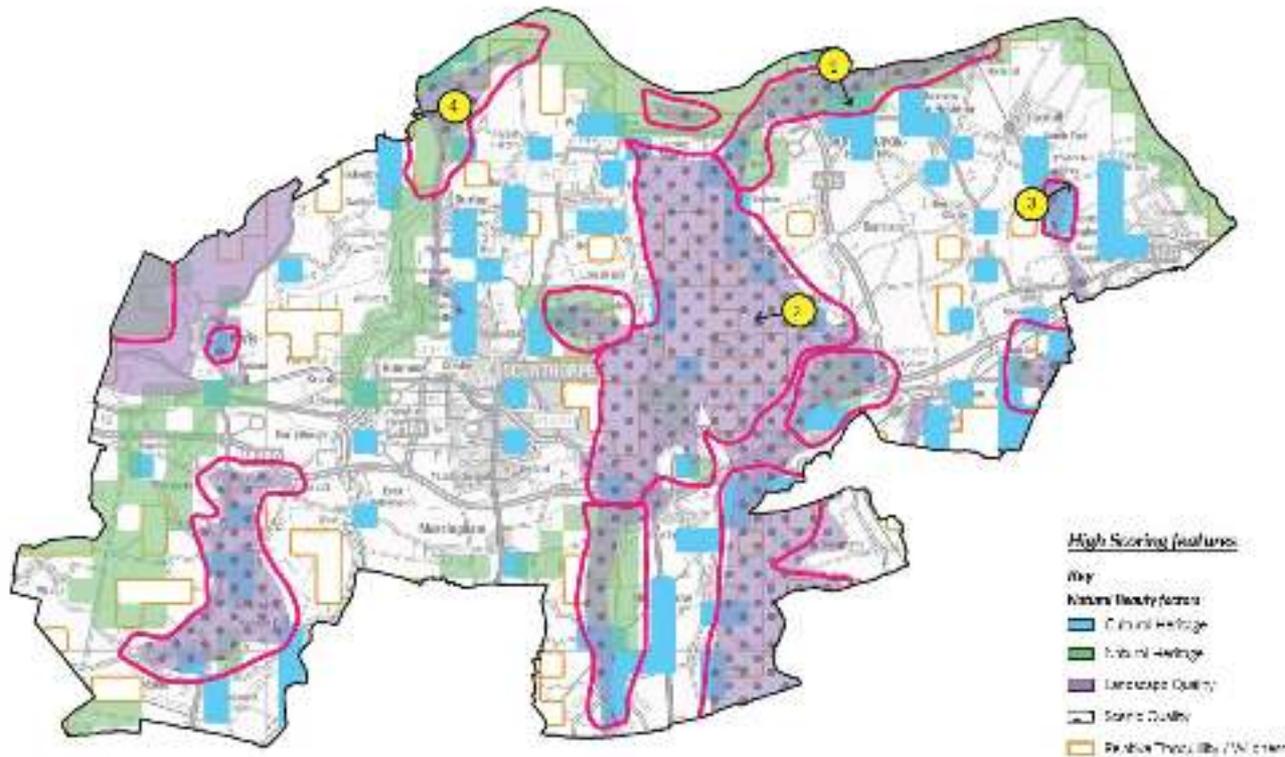
Contains OS Open Data 2019

JBA methodology:

- Natural England does not stipulate how many Natural Beauty factors have to be present,
- JBA determined that for High scoring factors, the minimum should be 3,
- The pie-charts show which Natural Beauty factors are present and in what composition.

Combined geographical areas of High value.

Combining the Natural Beauty (3)



Contains OS Open Data 2019

JBA methodology:

- The areas with a minimum of 3 Natural Beauty factors can now be developed,
- A sample of some key viewpoint locations have been denoted.

Combined geographical areas of High value.

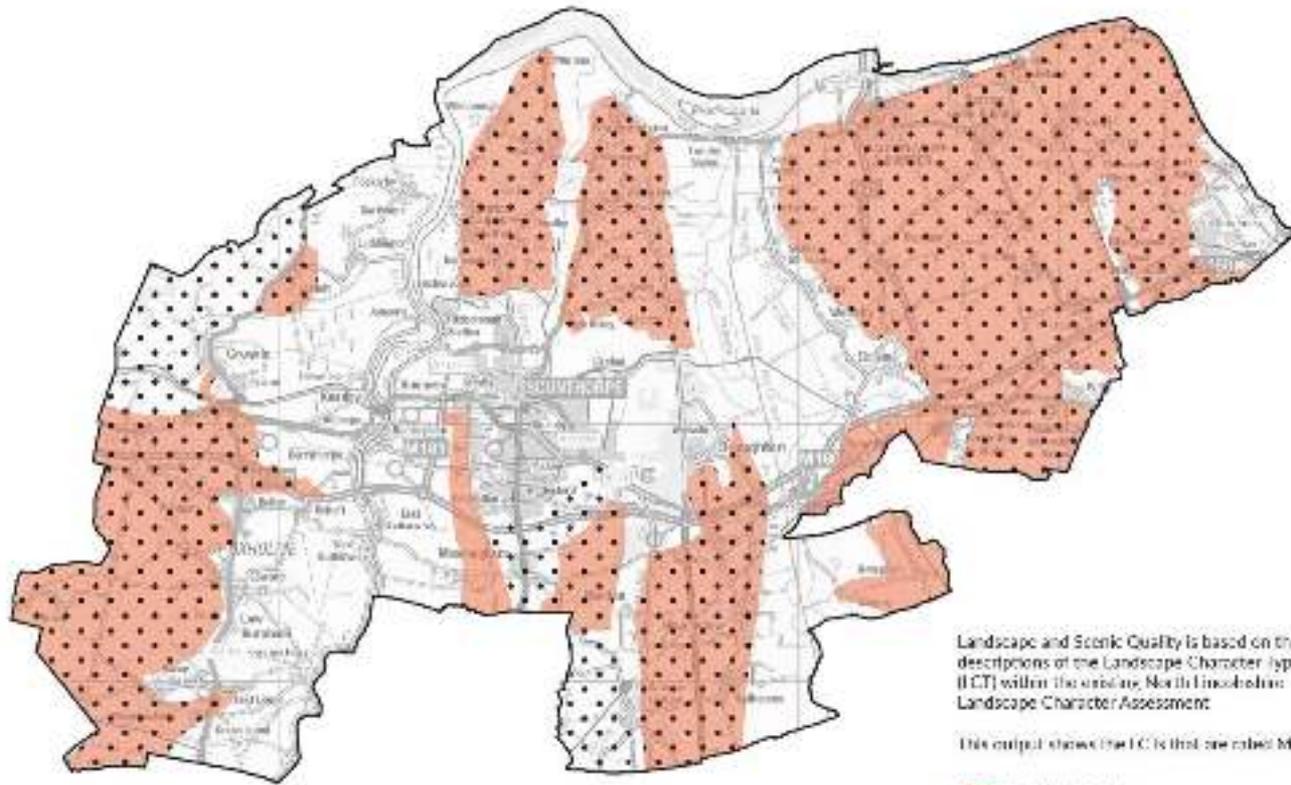
High scoring area viewpoints (1)



High scoring area viewpoints (2)



Landscape & Scenic Quality



Landscape and Scenic Quality is based on the descriptions of the Landscape Character types (LCT) within the existing North East London Landscape Character Assessment

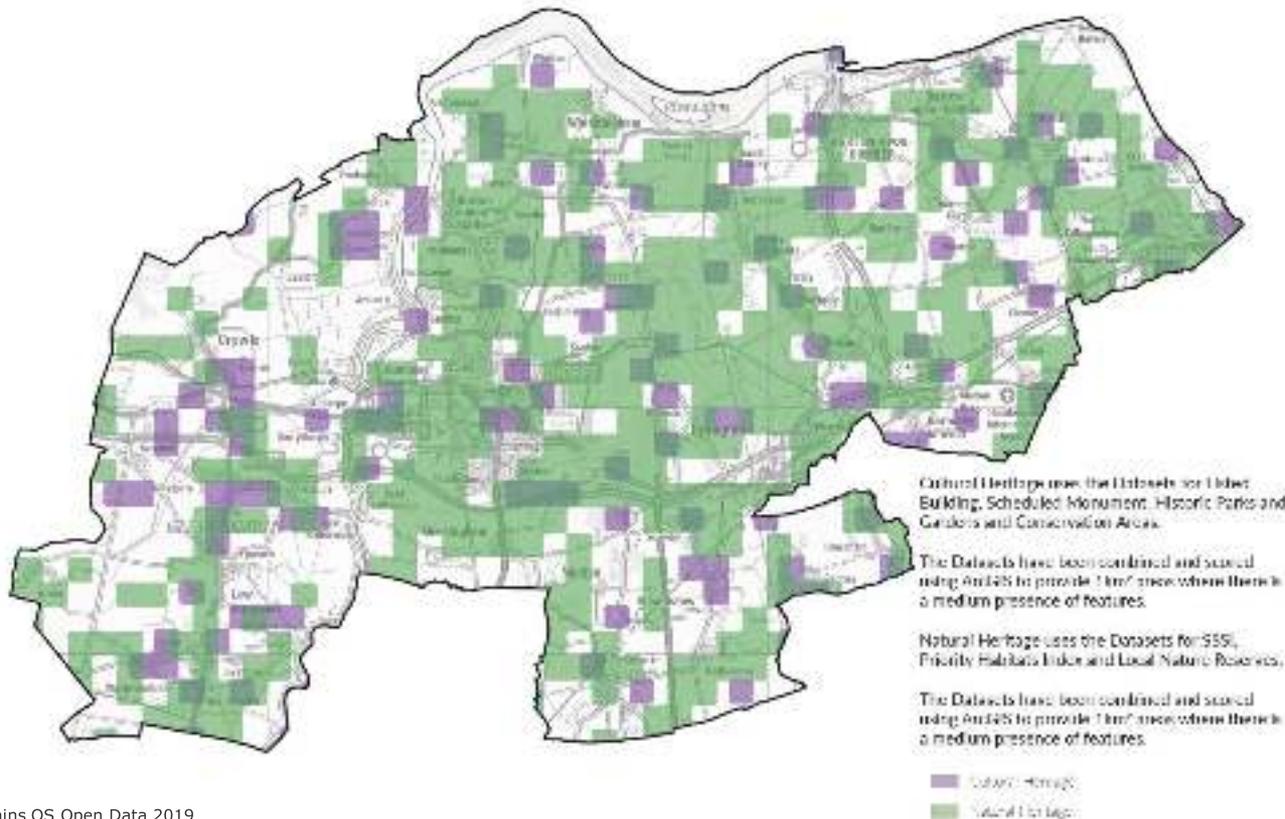
This output shows the LCTs that are rated Medium.

-  Landscape Quality
-  Scenic Quality

Contains OS Open Data 2019

Areas of Medium value.

Natural & Cultural Heritage



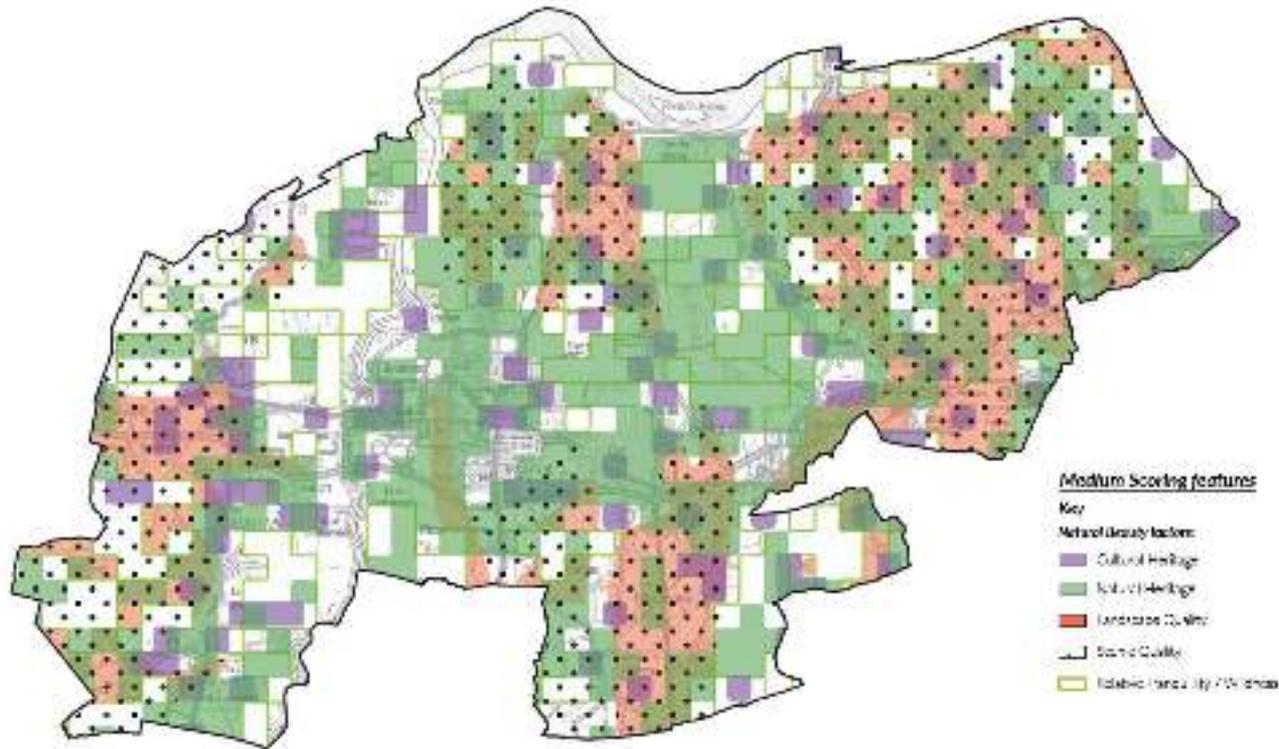
Contains OS Open Data 2019

JBA methodology:

- Establish which designations are present and whether they score high or medium,
- Create and overlay a 1km² grid across the whole county,
- Only show the 1km² areas with a medium scoring heritage designation,
- Initial analysis of the datasets creates an overlapping matrix that is difficult to discern,
- The application of a 1km² grid system and an associated value judgement is a means of allowing the viewer to observe spatial distribution patterns in different classification qualities.

Areas of Medium value.

Combining the Natural Beauty (1)



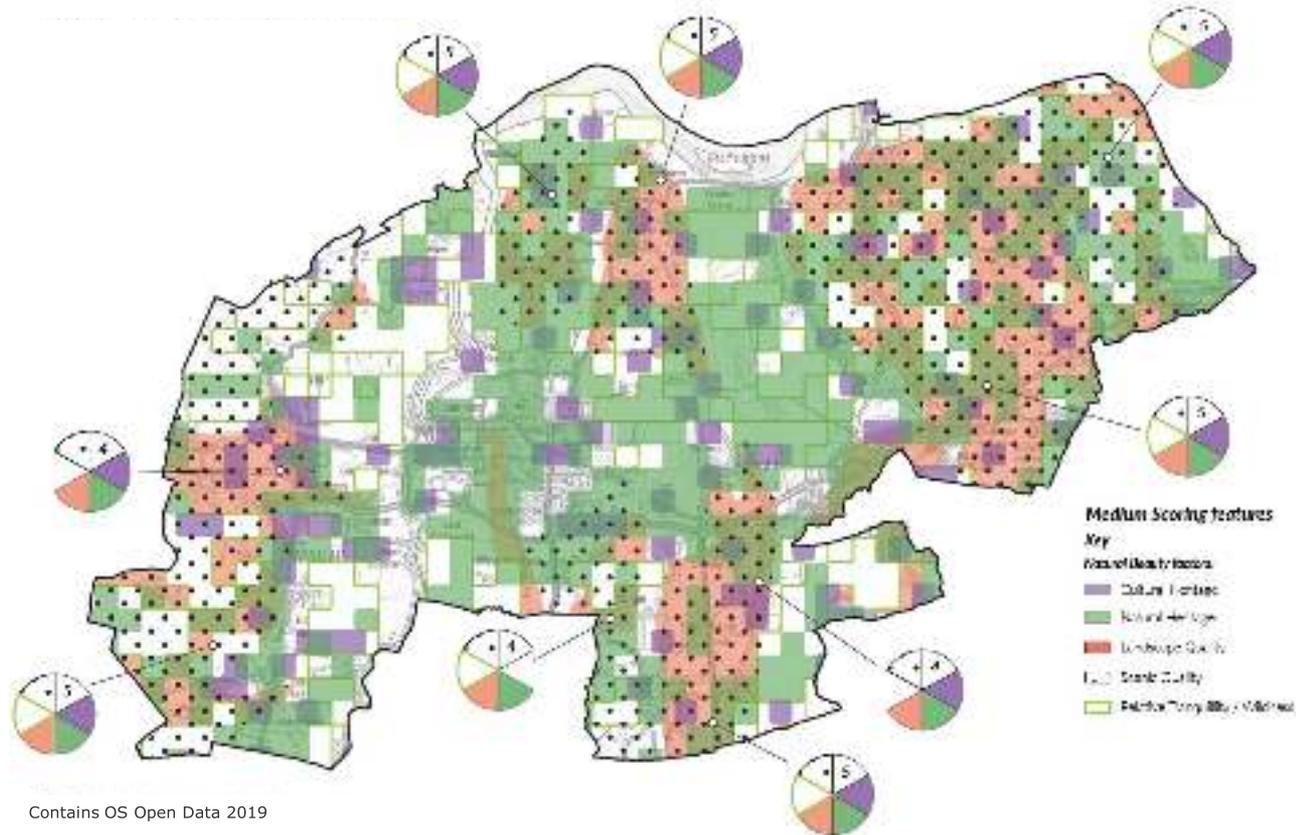
Contains OS Open Data 2019

JBA methodology:

- All of the previous Medium scoring maps are now combined,
- Combined map starts to show where the Medium scoring areas overlap.

Combined geographical areas of Medium value.

Combining the Natural Beauty (2)



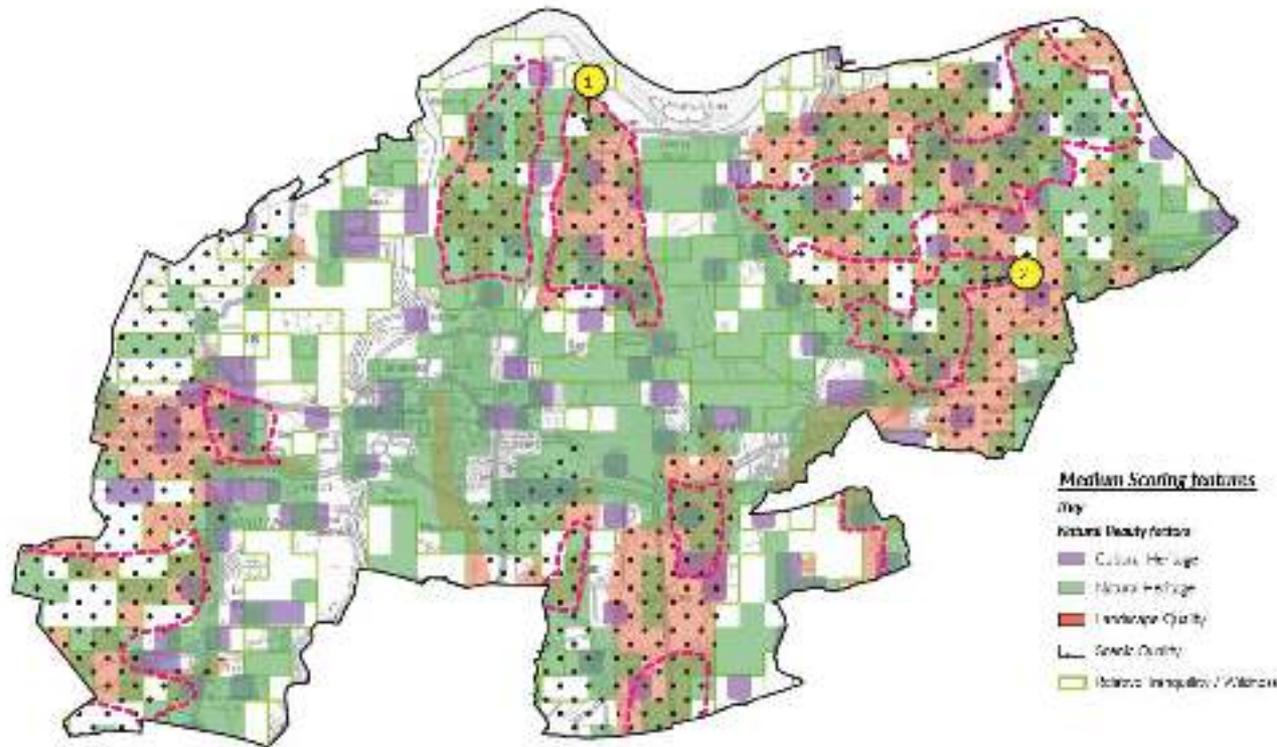
Contains OS Open Data 2019

JBA methodology:

- Natural England does not stipulate how many Natural Beauty factors have to be present,
- JBA determined that for Medium scoring factors, the minimum should be 4.
- The pie-charts show which Natural Beauty factors are present and in what composition.

Combined geographical areas of Medium value.

Combining the Natural Beauty (3)



Contains OS Open Data 2019

JBA methodology:

- The areas with a minimum of 4 Natural Beauty factors can now be developed,
- A sample of some key viewpoint locations have been denoted.

Combined geographical areas of Medium value.

Medium scoring area viewpoints

1



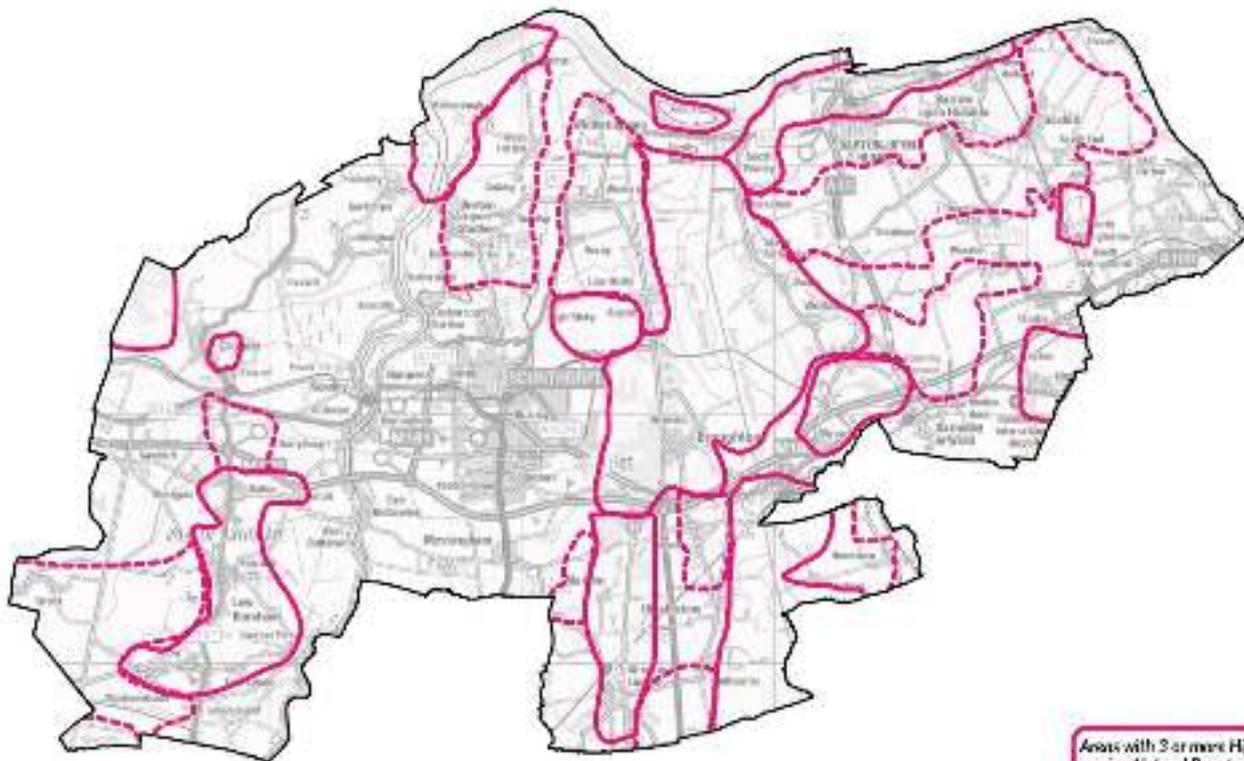
View towards Winteringham

2



View across the Wolds, west of Ulceby

Combining High & Medium



Areas with 3 or more High scoring Natural Beauty factors

Areas with 4 or more Medium scoring Natural Beauty factors

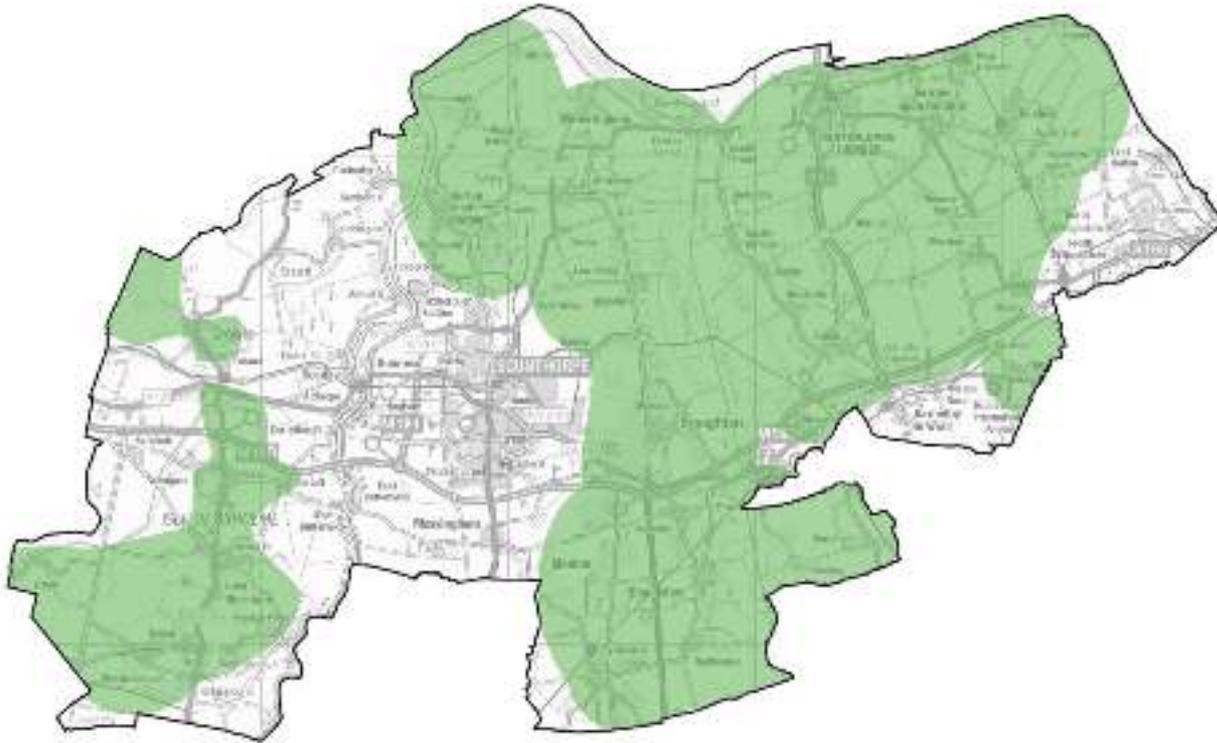
JBA Methodology:

- The previously identified areas of High and Medium value can now be combined to create a more robust outline.

Contains OS Open Data 2019

Combined geographical areas of both High & Medium value.

Possible AONB candidate area



Contains OS Open Data 2019

Combined candidate areas for possible AONB designation.
