



Growth Deal Implementation Plan

February 2018

Greater Lincolnshire LEP Growth Deal: Implementation Plan

Contents : GD Implementation Plan

1:	Introduction	P1
2:	Purpose	P1
3:	Context	P2
	Strategic.....	P2
	Operational.....	P2
	Projects	P3
4.	Freedom & Flexibilities	P3
5:	Governance	P9
	Partnerships	P9
	GL LEP Board.....	P9
	Investment Board.....	P10
	ESIF Committee.....	P11
	GL LEP Officers Group.....	P12
	Finance and Audit Committee...	P12
	Appointments Committee.....	P12
	Agreements.....	P12
	Governance Partnerships.....	P13
6:	Plan	P16
	Projects.....	P16
	Delivery	P20
	Milestones.....	P23
7:	Outputs and impact	P24
	Project Outputs.....	P25
8:	Risk and contingency	P26
9:	Performance	P31
	Assurance Framework.....	P33
	Evaluation.....	P34
10:	Appendices	P34

1: Introduction

The Greater Lincolnshire LEP (GLLEP) Implementation Plan deals with the project delivery of the committed and pipeline projects agreed with government through the Growth Deals in July 2014, January 2015 and March 2017 but will also apply to future growth deal allocations.

This forms part of a wider plan for Greater Lincolnshire; the **Strategic Economic Plan** (or SEP) which details our priorities for growth and key sector needs and solutions. It will also support future ambitions within an emerging Local Industrial Strategy.

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

Please visit the following web link for further detail:-
<https://www.greaterlincolnshirelep.co.uk/about/boards/lep-esif-committee-european-structural-investment-funds/>

An operational manual has been produced in conjunction with this Implementation Plan to bring together all aspects of project management and delivery as an internal working guide for LEP Officers. This document sets out the internal control environment with relevant forms and guidance, financial procedures, contracting procedures, payment processes, monitoring requirements and details on how partners will work together to ensure efficient development and delivery of projects.

2: Purpose

GLLEP

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 will:

- Champion the GLLEP region's economic vision and promote bold solutions;
- Communicate with the business community around economic growth and increasing productivity;
- 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.

Plan

The purpose of this plan is threefold. Firstly, to support local management and delivery of the identified Growth Plan projects, secondly to report headline progress to government, and thirdly to communicate progress to stakeholders and the public.

The plan forms the overarching document for delivery and progress of Growth Deal underpinned by individual detailed project contracts.

3: Context

Strategic

Responding to local needs identified within the Greater Lincolnshire Strategic Economic Plan and priorities within the government's Industrial Strategy, this is a genuine revolution in how our economy is run.

Housing, infrastructure and other funding has been brought together in a single pot, and put directly into the hands of local authorities and businesses to spend. It means local power to build stronger, local economies; taking power and money from Whitehall and giving it to the people and organisations who know the area best.

Growth Deals are a crucial part of the Government's long term economic plan to secure a better future and stronger economy for our country. They are all about firing up our great places to become new economic powerhouses; backing local businesses so that they create thousands of jobs for people and providing greater economic security for our local areas.

It will mean faster internet links, better skills, more homes, a stronger economy and a brighter future for our great towns and cities.

In Greater Lincolnshire these actions will create 13,000 new jobs, help 22,000 businesses and increase the value of the Greater Lincolnshire economy by £3.2 billion by 2030

(GLLEP Strategic Economic Plan refresh Spring 2016)

Operational

Our Strategic Economic Plan (SEP) sets out our wider vision for the future. Delivery would not be possible without the support of partnerships and we have a strong track record in forming and maintaining robust partnerships which support economic growth in our area.

Delivery is on the whole undertaken by our partners across the area such as local authorities, higher education providers, chambers of commerce, FSB and other bodies.

Projects

The Single Local Growth Fund (SLGF) pot for 15/16 and from which the Growth Deals were created, was heavily oversubscribed. The projects identified for funding by government in each area were those which met a strong LEP priority, and which were assessed as the strongest based on the published criteria, and clearly able to deliver.

Committed and pipeline projects

Growth Deal 1 projects

- Contracts for these schemes have now been finalised and four of the projects are completed on site.

Growth Deal 2 projects

- Three of these schemes have formal funding agreements in place, one is currently at contracting stage with GLLEP, and one has had its funding provisionally allocated for 17/18 and beyond, subject to further information to support the business case, confirmation of match funding, agreement on

the delivery profiles and the LEP determining that this projects represent their strategic priorities.

Growth Deal 3 projects

- Provisional allocations for Growth Deal 3 schemes were announced in March 2016. Each scheme will be subject to a due diligence appraisal and formal LEP approval within individually agreed timescales.

4: Freedoms and Flexibilities

Our Freedoms and Flexibilities have been negotiated with a specific focus on water management/ flood risk, skills and infrastructure.

The table below shows the respective lead responsibility (GLLEP or Government) for each of the freedoms and flexibilities agreed as part of the Growth Deal.

Freedoms and Flexibilities Commitments Table

Policy Area	Deal Commitment	LEP or Gov	Current Position
Rural & Environment	The LEP and local partners are leading the development of a local consortium of partners (including the lead local flood authorities in the area, the Environment Agency and the Regional Flood and Coastal Committee, and neighbouring LEPs), who are developing a pipeline of projects to add value to outcomes for the area through new local governance arrangements that reflect national accountability requirements.	LEP	The Water Management Board is in place, has identified actions and a pipeline of projects is in place. The Water Management Plan is complete and was launched at a formal launch reception at the Houses of Parliament in July 2016.
	Defra continue to support the development of a strong strategic partnership approach between the LEP, the Lincolnshire Flood Risk and Drainage Management Partnership, and the risk management authorities in the GLLEP area, in which the LEP plays a prominent role. The partnership will enable the GLLEP and local risk management authorities to determine local priorities and make decisions on the use of national and locally raised funding allocated to their area so as to give greater certainty and flexibility. Defra will welcome any evidence the GLLEP can provide on a) the value agricultural land and the impacts that flood management investment could have on the national economy and b) innovative ways of securing local funding, and will discuss with the LEP[s]* any steps that might be taken by Government in the light of the evidence. (* i.e. Humber and Greater Lincolnshire).	Govt	Freedoms and flexibilities in flood risk management agreed with Government.
Transport (excl HS2)	The LEP and partners have agreed to take a more proactive role in consultation on long-term rail planning and franchise specification; and provide a co-ordinating role between constituent local authorities. The Rail prospectus is in place and the Midland Engine is driving this area forwards.	LEP	Midlands Connect is an agreed funded partnership to increase provision across the East Midlands with an enhanced service between Nottingham and Lincoln. The Midlands Connect Strategy released in February 2017 sets out infrastructure priorities for the Midlands Engine and how they will contribute to national economic growth.
	The LEP agrees to take a more proactive role in consultation on long-term strategic road network planning and provide a co-ordinating role between constituent local authorities. Links and theme leads are in place for the Midlands Engine with a strategic transport and infrastructure plan being developed.	LEP	GLLEP has benefitted from support via the Transport Excellence Programme and recent work with Mott McDonald has resulted in clear recommendations /models on how co-ordination and prioritisation

		might be strengthened on infrastructure based schemes. A Housing and Infrastructure Group advises the LEP on local priorities and ensures that all road network and housing schemes are well co-ordinated. Midlands Engine is driving forward connectivity across the region.
The Department for Transport commits to working with D2N2 and the GLLEP and partners to help achieve the objective of increased service frequency between Lincoln and Nottingham via Newark. If local funding is provided to operate incremental rail services for three years and services prove successful, the Department for Transport commits to considering funding service levels thereafter.	Govt	This is complete and now operational.
The Department for Transport and Network Rail commit to more proactive engagement of the LEP in the long-term rail planning process (e.g. Route Studies) and in rail franchise specification through targeted local engagement of the LEP as part of an enhanced consultation process. The Department for Transport also commits to encourage bidders for franchises to identify and take into account the priorities of LEPs and other key local stakeholders as part of the franchising process, and will also encourage Train Operating Companies to continue with, and enhance where possible, their engagement with LEPs as key local stakeholders.	Govt	Ongoing.
Highways England commits to developing a more proactive and collaborative approaches to promoting national and local growth and commits to continue building strong relationships and working arrangements with LEP and the Local Enterprise Partnership Network, in the same way as with Local and Combined Authorities and the Local Government Association. Through its Route Strategies, Highways England will engage the LEP in better understanding the challenges and opportunities associated with the network and to develop evidence based long-term plans to bring about much needed local economic growth and development, and commits to providing each LEP with a named contact, generally the relevant regional director. Highways England commits to forming a Growth and Economic Development Group to support LEPs at a national and sub-national level, and a draft license published on 23rd June 2014 for the new Highway Agency company includes a requirement to co-operate, which will underpin the arrangements described above.	Govt	Ongoing. GLLEP and its local authorities work closely with Highways England and DFT to ensure that strategic connectivity is strengthened through a mix of meetings, workshops and consultation responses. A consultation response to the initial SRN report for RIS2 will be co-ordinated in early 2018.
The LEP and local planning authorities commit to working together to deliver the housing provided for in Local Plans.	LEP	Transport and infrastructure are key areas identified for local investment. Greater Lincolnshire has an ambition to play its part in ensuring that growing businesses can access a skilled workforce living nearby, and enabling workers to move easily to where jobs are; this correlates well with the Housing White Paper .

<p>The Government expects GLLEP to open up new jobs associated with the Local Growth Fund to local unemployed and long-term unemployed people working closely with local and national back to work initiatives. This would be part of a wider expectation that local areas use the Social Value Act, drawing on best practice across local councils and central expertise in maximising social value.</p>	LEP	This is contained within the Growth Deal Contracts with local schemes.
<p>Procurement of new provision: LEPs will be involved throughout the process and providers' track records against LEP requirements will be considered as part of this assessment Government will set out revised information for LEPs on how they can take advantage of this approach and options for seeking advice if provision is not responsive to their needs. The Skills Funding Agency (now ESFA and part of DFE) published information in 2014 on how LEPs can influence the use of all skills budgets in their localities, and the steps they can take if they are dissatisfied with the pattern of delivery.</p>	Govt	It is not clear how the LEP gets involved in the process of procuring new provision, and updated information is requested about this.
<p>Accountability: Providers will be required through their funding agreements with the Agency to explain to LEPs details of their provision and planning and we are testing ways in which they can be most effectively held to account for being responsive to local economic priorities. The Skills Funding Agency is trialling Skills Incentives Pilots from 2014/15 in Stoke and Staffordshire, the North East and West of England, designed to explore the mechanisms through which providers will account to LEPs for delivery.</p>	Govt	The wording in the new 2017/18 ESFA funding rules make one reference to local accountability "Providers must respond to the priorities set by local commissioners and other stakeholders, for example, local enterprise partnerships". Need to understand what checks are made by the agency to enforce this and we continue to seek clarification on this from BEIS.
<p>Allocations and Intervention: In future years providers' records in delivering to LEP requirements will be taken into account when setting allocations and triggering interventions. From 2015/16 the Skills Funding Agency will take into account the outcomes of the Skills Incentive Pilots in Stoke and Staffordshire, the North East and West of England, in making allocations to those providers in scope; subject to evaluation of the pilots, these mechanisms will be rolled out to other LEPs in future years.</p>	Govt	This activity appears to have stalled and LEP's have no local ESFA contact in relation to funding budgets. No account has been taken of local need within recent allocations and procurements (AEB and non-levy Apprenticeship procurement. Further clarification is required.
<p>Government will seek to improve the provision of skills data for LEPs and will develop and publish new reports that will quantify and assess responsiveness to local skills needs. In the summer of 2014 the Skills Funding Agency will provide all LEPs with a data set that updates them on the provision delivered in their areas.</p>	Govt	Progress on this has been good The LEP was in receipt of helpful data however no data has been received for several months (i.e. data cube.).

<p>Government commits to working with the LEP to help ensure that local employer priorities are fed into the operations of the new National Careers Service providers in the LEP area</p>	Govt	<p>The National Career Service website has changed and the information that LEP's supplied has been removed. No local area information is available and job roles are limited according to what industry is telling us.</p>
<p>The LEP will; consider skills implications as part of decision taking on growth strategies; clearly articulate and evidence skills priorities in the light of strategic national and local growth opportunities and communicate them to the FE and skills sector; positively engage the FE and skills sector in key strategic partnerships e.g. the Skills and Employment boards; recognise where the private sector has a responsibility to invest in skills provision and work with business and the skills system to realise that investment.</p>	LEP	<p>A Skills Capital Investment Fund of £7.54m has been allocated for the Greater Lincolnshire area. A call for projects closed at the end of August 2017 and provisional allocations have now been determined towards four schemes. Area Review completed in Spring 2017 and its findings have been taken into account in the development of the Skills Capital Investment Fund.</p>
<p>Provided a clear model for coordinating and simplifying business support so that it joins up national, local, public and private support and creates a seamless customer experience for businesses, which makes it easy for them to get the right support at the right time through delivery of the successful local Growth Hub..</p>	Joint	<p>Complete. The first Growth Hub programme has ended with an additional programme funded going forward.</p>
<p>UKTI will commit to effectively communicating its strategic priorities to LEPs and wherever possible to access relevant opportunities. UKTI will double the number of Partnership Managers to 16. This will ensure that UKTI can work more closely with LEPs and help build their capability to secure more inward investment.</p>	Joint	<p>Complete</p>
<p>The Technology Strategy Board recognises the important and valuable role that LEPs are playing in promoting and supporting innovation, and is committed to developing strong and effective relationships with LEPs both individually and collectively to build on this. The Technology Strategy Board is committed to supporting LEPs in developing their Growth Hubs and in exploring how LEPs they can help drive up local business awareness and engagement in Technology Strategy Board programmes and initiatives.</p>	Govt	<p>An Innovation Council has been established for the Greater Lincolnshire area.</p>
<p>Support extension of superfast broadband coverage to 90% of UK premises by 2016, via existing broadband projects, GLLEP will commit to work with local partners and BT to support delivery. To support extension of superfast broadband coverage to 95% of UK premises by 2017, GLLEP worked with local partners to help ensure match funding is in place for the next round of projects.</p>	LEP	<p>Complete. A second phase of improvements via Onlincolnshire will extend superfast coverage to 97 per cent by 2019 with a further £8.8m already invested in the project.</p>

<p>The LEP works with constituent local authorities to review and strengthen the supporting local authority partnership arrangements with the aim of ensuring the effective management of relationships across the LEP geography – including overlap areas.</p>	LEP	Ongoing – LGA PAS Peer Review provides an independent look at our capacity and structures for growth.
<p>Ensured value for money by developing robust processes to guide local decision-making. This included agreeing an assurance framework with the Government by Autumn 2014, building on existing local and national frameworks</p>	LEP and Government	Complete . GLLEP's Assurance Framework can be viewed on the GLLEP website.
<p>Ensured implementation and demonstrated success, by accepting the funding agreement, and by tracking progress against milestones and agreed core metrics and outcomes in line with a monitoring and evaluation framework. This included agreeing monitoring metrics and reporting arrangements with the Government by Autumn 2014. The LEP also produced an evaluation plan for the projects contained in the Deal.</p>	LEP	Complete. A Monitoring and Evaluation Framework has been produced, and can be viewed on the GLLEP website.
<p>Communicate the ongoing outputs and outcomes of the Deal to the local community and stakeholders by publishing the Growth Deal and reporting regularly, and publically, on their progress to implement the strategy, ensuring that local people understand how Government money is being spent via the Growth Deal, and what the benefits are for them and the area. The Cities and Local Growth Unit will continue to work with the LEPs on communications activities, and help make the links with other Government communications teams.</p>	LEP	Outcomes and Outputs are published quarterly within each update of this Implementation Plan. An area of the GLLEP website has been designed to accommodate details on each of the growth deal schemes and is now live.

5: Governance

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.

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 also works closely with local partners to ensure alignment of local strategies and delivery of programmes.*

The GLLEP Board is also supported by strategic and advisory forums covering: water management; housing; visitor economy; agri-food; manufacturing; health & care; 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.

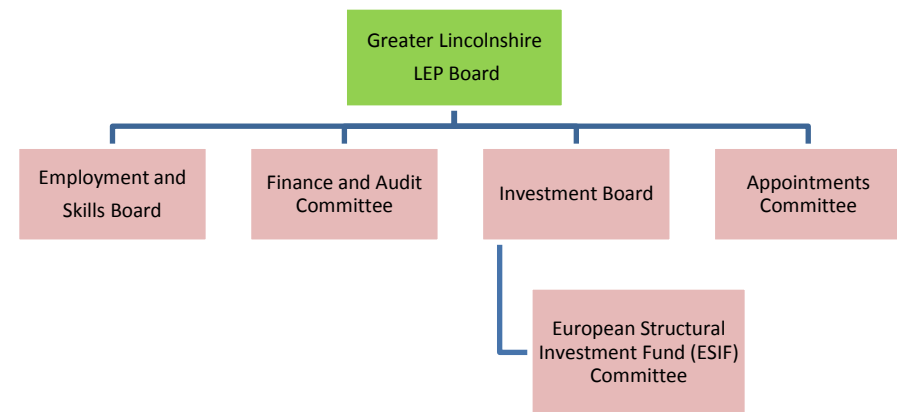
Partnerships

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.

Because of the strong relationship between the GLLEP’s leadership of local economic development and that of local government, our GLLEP

works closely with local authorities to ensure that the democratic representation of local citizens through councils is reflected in the GLLEP Board and local strategies are aligned.

And as our Accountable Body, Lincolnshire County Council has a long history of working with private businesses and public bodies, helping them to understand and utilise grant funds to enable strong impacts on economic growth.



Greater Lincolnshire LEP Board (Ltd Co)

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:-

- i. 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

- ii. Champion the GLLEP region's economic vision and promote bold solutions;
- iii. Communicate with the business community and other stakeholders around economic growth;
- iv. Share knowledge practice and intelligence within the GLLEP region; and
- v. 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.

(Sourced from Greater Lincolnshire Co Ltd Code of Conduct)

GLLEP Board Membership (Director's)

Ursula Lidbetter MBE	Chair and Private Sector; Lincolnshire Co-operative
David Dexter	Deputy Chair and Private Sector; Federation for Small Businesses (Board Member nominated as SME representative on behalf of the LEP)
Chris Baron	Board Director and Private Sector; Butlins
Steve Middlebrough	Board Director and Private Sector; Siemens
Herman Kok	Board Director and Private Sector; Lindum Group
Vacancy	Board Director and Private Sector;
Professor Mary Stuart	Board Director and Private Sector; University of Lincoln
Vacancy	Board Director and Private Sector;
Pat Doody	Board Director and Private Sector; NatWest
Cllr Rob Waltham	Board Director and Public Sector: North Lincolnshire Council
Dean Fathers	Board Director and Public Sector: United Lincolnshire Hospitals NHS Trust

Richard Wills	Board Director and Public Sector: Lincolnshire County Council
Cllr Craig Leyland	Board Director and Public Sector: East Lindsey District Council
Cllr Colin Davie	Board Director and Public Sector: Lincolnshire County Council
Cllr Peter Wheatley	Board Director and Public Sector: North East Lincolnshire Council

* Subject to change – the latest Directors of the Company can be found on the main GLLEP website.

Investment Board:

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, approval 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)

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.

The Investment Board consists of the following members:

Ursula Lidbetter MBE	Chair and Private Sector; Lincolnshire Co-operative
Chris Baron	Board Director and Private Sector; Butlins
Cllr Colin Davie	Board Director and Public Sector: Lincolnshire County Council
Cllr Peter Wheatley	Board Director and Public Sector: North East Lincolnshire Council
Cllr Rob Waltham	Board Director and Public Sector: North Lincolnshire Council
Richard Wills	Board Director and Public Sector: Lincolnshire County Council
Vacancy x 2	Board Director and Private Sector

ESIF (European Structural and Investment Funds) Sub-Area Committee:

The Committee supports the delivery of the £123m European funding allocation to deliver the GLLEP ESIF Strategy.

The ESIF (European Structural and Investment Funds) Committee is a sub-committee of the England Growth Programme Board (GPB). They will 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.

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 ESI 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.

Committee members are drawn from a number of bodies including the LEP, local authorities, business, the voluntary sector, environment, trades union, education and others. This Committee is responsible for advising Managing Authorities on projects meeting EU funding criteria to the Investment Board.

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: <https://www.greaterlincolnshirelep.co.uk/about/boards/lep-esif-committee-european-structural-investment-funds/>

GLLEP Secretariat:

The purpose of the GLLEP Secretariat is to provide administrative, secretariat and policy functions. The Secretariat currently consists of:-

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

Administration – This provides administrative support for the GLLEP, including managing meetings, agendas, recommendation on funding allocation, 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.

Secretariat - Co-ordination of government initiatives such as SEP, Growth Deals and RGF, managing funding enquiry 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.

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), BIS (Business, Innovation and Skills) and HCA (Homes & Communities Agency).

Greater Lincolnshire LEP Officers Group

The Greater Lincolnshire Officers Group comprises senior officers from North East Lincolnshire Council, North Lincolnshire Council and Lincolnshire County Council and 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.

Finance and Audit Committee

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.

The Terms of Reference for the Finance and Audit Committee, along with the membership, are published on the website.

<https://www.greaterlincolnshirelep.co.uk/about/boards/finance-and-audit-committee/>

Appointments Committee

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.

GLLEP Partnership Agreement

The GLLEP has developed a partnership agreement 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

This also incorporates use of robust Accountable Body policies 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.

LCC policies can be viewed online (*see the list of appendices at the back of this document*)

GLLEP governance partnerships

Strategic Advisory Groups have been established, 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 laid out in the Partnership chart below.

Though a Devolution Deal was not agreed in 2016 for Greater Lincolnshire, the area has ambitions to continue with the partnership work and momentum created by the devolution process.

GLLEP Partnerships Chart

LEP AGENDA	
STRATEGIC ADVISORY GROUPS	SECTOR PLANS AND STRATEGIES
Greater Lincolnshire Employment & Skills Board	Skills
Visitor Economy	Destination Management Plan
Food Board	Agri Food
Manufacturing	Manufacturing
Innovation Council	Innovation*
Growth Hub Governance Board and Programme Board	-
Greater Lincolnshire Nature Partnership	-
Health & Care	Health & Care (discussion document)
Water Management	Water Management Strategy
Housing & Infrastructure Group	Transport Strategy and Housing (discussion document)

*Emerging

GLLEP Members Agreement

The Members are subscribers to the Memorandum of Association and the Directors 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

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

Growth Hub

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.

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.

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.

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.

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.

The Board:

- Oversees and provides strategic input on the direction of the business growth agenda
- Takes a holistic view on business support provision and ensures future provision is needs based
- Oversees delivery and monitors the development of the national Growth Hub project, ensuring that it is meeting the original contractual requirements
- Provides a strategic steer to policy formation on matters affecting the Growth Hub and business support
- Develops, procures, champions and reviews business support for Greater Lincolnshire
- Seeks to influence delivery agents to reach businesses who haven't previously accessed business support

- Has developed a business support commissioning framework, monitors and reviews its effectiveness
- Provides the Greater Lincolnshire LEP and its Approvals Board and ESIF committee with local intelligence and strategic fit on SME Competitiveness funding and business support projects.
- Reviews the business simplification mapping results and makes recommendations
- Uses experience and knowledge of Board Members and others associated with the Board to seek to shape strategy and policy on business support provision

Board Composition and Meetings

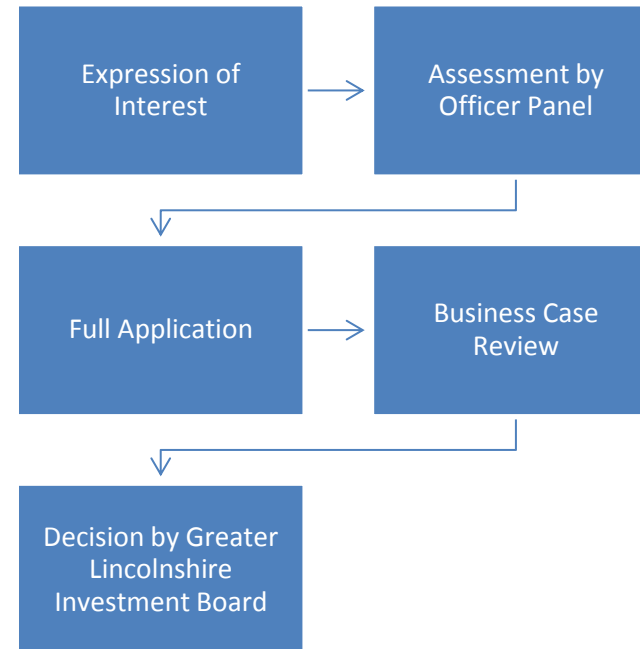
The Business Lincolnshire Growth Hub Governance Board is an advisory body with no legal status, but with a specific role as part of the Greater Lincolnshire LEP structure. The Chair is a Director of the Greater Lincolnshire LEP.

The Board meets 4-6 times a year in private. Members are expected to provide apologies if they cannot attend and no substitutes are allowed.

A Business Lincolnshire Programme Board serves the Board and members of the Programme Board meet at least 3 times a year. They help steer the agenda of the Board, providing impartial policy advice and practical support through production of papers, working with individual Board Members, championing particular subjects or sectors, sharing and contributing relevant information as required.

GLLEP Overarching Decision Making Process

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



6: Plan

The GLLEP Growth Deal was published on 7th July 2014. It explains out how the Government and GLLEP will deliver the Single Local Growth Fund element of the plan (SLGF).

This Implementation Plan is a joint document that sets out how the GLLEP and the Government will make the Growth Deal operational through clearly identified activities, responsibilities and milestones, from both sides.

This Implementation Plan sits alongside additional documents which detail the joint commitments between GLLEP and the Government, including:-

- A funding agreement between the Government and the Accountable Body acting for and on behalf of the GLLEP;
- An Assurance Framework that establishes how GLLEP will ensure value for money across the range of interventions;
- A Monitoring & Evaluation Framework that sets out how the Growth Deal will be measured, reported and evaluated;
- A Strategic Communications Plan that sets out how the LEP and Government will work together on communications activity.

Committed Projects (Growth Deal 1)

The projects that make up our GLLEPs committed allocation cover critical priorities that we want to see delivered. They embrace growth, job creation, skills and technology and they will firmly help Greater Lincolnshire's businesses and communities to look ahead positively to the future.

- **Grantham Southern Relief Road, LCC.** £28m (includes former LTB monies) from the Growth Deal will support the construction of a southern relief road for Grantham. The road

will form a growth corridor to the east of Grantham joining the A1, re-routing through-traffic, improving the town centre environment and unlocking housing and employment land.

- **Boston Quadrant Infrastructure and Housing** - £4.8 million from the Growth Deal will provide essential infrastructure investment to improve access to the town centre and enable housing and employment land to be developed.
- **Boole Technology Centre, Lincoln Science and Innovation Park** - £3.4 million from the Growth Deal has helped establish the first Phase of the Lincoln Science and Innovation Park, providing a state of the art innovation centre comprising laboratory, workshop and office space.
- **Unlocking Rural Housing Programme** - This £4.2 million programme will create much needed rural housing development, supporting economic growth in an area where there are significant barriers impeding housing delivery.
- **Skegness Countryside Business Park** - £4 million from the Growth Deal to create a new serviced employment park off the Western Relief Road, including development of a new innovation centre and roundabout.
- **Bishop Burton College, Lincoln** - £7.5 million of growth deal contributed to delivery of a new specialist land based campus at the Lincolnshire Showground. The new Riseholme site opened officially in November 2016.

Overall these committed projects will create 1,678 new jobs,

deliver 1,503 new houses and lever in an additional

£142 million in investment.

Pipeline Projects (Growth Deal 1)

All pipeline schemes are now either complete, in delivery stage or about to be contracted. All have been through due diligence appraisal. The pipeline projects are:-

- **Grantham Technology and Innovation Centre** £2.0 million to create a new University driven facility in Grantham, enabling growth in the STEM (Science, Technology, Engineering and Maths) agenda and responding to local business need.
- **Lincoln Transport Hub** – transformational £13 million gateway scheme to replace an outdated bus station with a revitalised transportation concourse, new pedestrian footbridge and a multi-storey car park, facilitating major city centre redevelopment.
- **Access to Employment Zones in North East Lincolnshire, A16 and A46 in Grimsby Road Improvements** - £4.2 million to enable access to housing and employment zones through the provision of key infrastructure.
- **Lincoln East-West Link Regeneration (Tentercroft Street Growth Corridor)** - £1.1 million has been utilised to capitalise on the opportunities unlocked by the construction of the new Lincoln East West Link road scheme, providing essential utilities including a new pumping station to enable future development, and enhancing the public realm.
- **GO Skegness Sustainable Transport** - £4.0 million for strategic sustainable transport initiatives and public realm improvements linking into Gibraltar Point and the town centre.

- **Normanby Enterprise Park 7, Scunthorpe** – £1 million towards a key infrastructure project, unlocking access to employment land, and enabling jobs.

Northern Roundabout Junction, Scunthorpe – This £1.9 million project will design and build a new junction for the Lincolnshire Lakes Project, enabling the de-trunking of the M181.

Growth Deal Expansion

GLLEP agreed an expansion to its Growth Deal with the Government as of 29th January 2015, which will result in an extra £14.8m invested in Greater Lincolnshire between 2016 and 2021. These projects are:-

- **South Humber Industrial Infrastructure Programme (SHIIP)** - £4.0m Investment in North East Lincolnshire to unlock employment land on the South Humber and improve access between the Ports of Grimsby and Immingham, supporting up to 1000 jobs.
- **Regeneration of Scunthorpe Town Centre Phase 1** - £4.0m for infrastructure and highway improvements to support the development of Scunthorpe town centre, creating up to 345 jobs by 2021.
- **Lincolnshire Lakes Development in Scunthorpe** - £2.0m for the first phase of the development of the Lincolnshire Lakes scheme, creating a lake, sustainable drainage system and green infrastructure to unlock housing development, supporting up to 150 jobs and over 1,200 homes by 2020.
- **Agri-Food Centre of Excellence, Holbeach** - £2.4m towards a new Agrifood centre of excellence in Holbeach to help Food

Manufacturing businesses access research, innovation and higher level skills, supporting up to 120 jobs by 2020.

- **Peppermint Interchange, Holbeach** - £2.1m towards road infrastructure and highway improvements to unlock employment land at Holbeach, supporting up to 100 jobs and 300 homes by 2020. (Contracting stage)

Growth Deal 3

GLLEP submitted a proposal to government on the 28th July 2016 for additional Growth Deal Funding as part of a national bidding round. An allocation of £29.45m was awarded to Greater Lincolnshire in March 2017.

Projects under this round of Growth Deal are focused on enabling employment and housing, skills capital funding, and innovative developments relating to key sectors and key infrastructure provision.

The following schemes currently have provisional allocations, pending due diligence appraisal and contractual agreement:

- **Greater Lincolnshire Centre for Health Science (Lincoln)** - £5m towards a new centre led by the University of Lincoln to drive growth, productivity, higher level skills and innovation throughout the health and care sector. The scheme responds to the Greater Lincolnshire vision for Health and Care, will build on the university's Institute for Health and take the next step towards the establishment of a full medical school for the region. The scheme is expected to support 1200 learners, create 80 jobs, assist 20 businesses and attract £5m private sector funding.

- **Food Enterprise Zones, Boosting Growth in our International Agri-Food Sector (Holbeach, Grimsby and Hemswell Cliff/Grange de Lings)** - £6.5m investment in infrastructure and services to enable and accelerate the development of Greater Lincolnshire's three Food Enterprise Zones. The sites will create employment land and buildings specifically designed to support the growth and expansion of Greater Lincolnshire's agri-food clusters. The programme is expected to develop 170,000 sq m of commercial floorspace, create or safeguard 2370 jobs, support 600 learners and 25 businesses and attract £5.9m private sector funding.

- **Skills Capital Investment Fund (Greater Lincolnshire-wide)**
A £7.34m Programme was launched at the end of June 2017, open to all post 16 colleges and approved training organisations located in the Greater Lincolnshire area. The fund can be used for 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. Four schemes were formally approved in November 2017 for provisional allocations and these are as follows:

- Digital and Professional Skills Centre, Lincoln College
Refurbishment and extension of the Gibney building on Monks Road, Lincoln to become the Digital and Professional Skills Centre and creation of a digital hub to additional spoke facilities in Greater Lincolnshire rural and cold spot areas.

- Engineering Manufacturing and Technology Centre (EMAT), Boston College
Creation of a new EMAT Centre and supporting facilities. This will be an industry driven training facility that will stimulate growth and productivity across engineering, manufacturing and agri-tech, via a skills escalator approach complementing existing local provision.
- Digital Skills Centre, Stamford College
The refurbishment and upgrade of the college's computer learning facilities in order to significantly enhance the delivery of digital skills training and education. Creation of a new Cisco Systems and Microsoft Academy Digital Skills Centre.
- North Lincolnshire Higher Level Technical, Business Skills and innovation Hub
The Hub will stimulate, support and sustain economic growth as a proactive local and regional approach towards closing the skills gap. It will facilitate knowledge exchange through the collaboration of businesses, university, college and public sector to increase higher level technical, associate professional and innovation skills.
- **Gainsborough Growth Project (Gainsborough)** - £4m towards a suite of projects which will restore and revive Gainsborough's town centre, creating a coherent, attractive and strong commercial hub which will support a growing town. The wider project will enable much needed new housing and employment for the area. It is expected to create 800 new homes, 5000 sq m of commercial floorspace, 270 jobs, and attract £30m private sector funding. Growth deal focus would be specifically on accelerating the delivery of key housing zone sites.
- **Junction Improvements on the A46 Lincoln** - £2.5m for key junction improvements to enable the development of housing and employment land. The scheme is expected to unlock 2000 new homes and 50,000 sq m of commercial floorspace.
- **A17 Sutterton Roundabout Pinch Point Scheme (Sutterton)** - £1m for improvement works to reduce congestion and enable enhanced transport links for the Agri – Food sector to the north and south of the County. The scheme is expected to unlock 150 new homes and 15,000 sq m of commercial floorspace and create or safeguard 200 jobs.
- **Sleaford Growth Project (Sleaford)** - £2m for Phase 1 of the scheme, involving the improvement of two strategically important transport junctions . It is expected to unlock 300 new homes and 17,000 sq m of commercial floorspace, create or safeguard 400 jobs and attract £1.350m private sector funding.
- **Advanced Engineering Research and Development Centre (Lincoln)** - £1.95m for a state of the art facility to catalyse growth and productivity in the gas turbine supply chain, building upon the internationally recognised partnership between Siemens and the University of Lincoln. It is expected to include 985 sq m of floorspace, support 15 businesses, create or safeguard 25 jobs and attract £3m private sector leverage.

Current Growth Deal Programme Allocations/Forecasts

Project Name	15/16 Actual	16/17 Actual	17/18	Future Years	Total
Boole Technology Centre	1.8	1.6			3.4
Bishop Burton College	6.2	1.3			7.5
Grantham Southern Relief Road	6	7.8		14.2	28
Skegness Countryside Business Park	1.3	2.3		0.4	4
Boston Quadrant	0.8	2.3	1	0.7	4.8
Unlocking Rural Housing Programme	0.9	1.5	1.2	0.5	4.1
Grantham STEM Scheme *		0.2		1.8	2
*Lincoln Transport Hub		11.6	1.4		13
Tentercroft Street Growth Corridor	0.9	0.2			1.1
Go Skegness Sustainable Transport		3.6	0.4		4
Access to Employment Zones			0.4	3.8	4.2
Normanby Enterprise Park 7				1	1
Northern Roundabout Junction				1.9	1.9
SHIIP		2.4	0.3	1.3	4
Scunthorpe Town Centre			0.8	3.2	4
Lincolnshire Lakes		1.8		0.2	2
Holbeach Peppermint Interchange		1.8	0.2		2.1
Agri-Food Centre of Excellence				2.4	2.4
Sutterton Roundabout			0.8		0.8

Junction Improvements on the A46				2.5	2.5
Sleaford Growth Project				2	2
Gainsborough Growth Programme				4	4
Skills Capital investment Fund			6.7	0.6	7.3
GL Centre for Health Science				5	5
Advanced Engineering R&D Centre				1.9	1.9
Food Enterprise Zone Programme			2.5	4.3	6.8
Freedoms and Flexibilities	8.5	9.8			18.3
Totals including F&F offset	26.4	48.2	15.7	51.7	142
F&F Offset		0.3		18	18.3
Growth Deal Allocation Totals	26.4	47.9	15.7	33.7	123.7
Lincoln Eastern Bypass	7	9.2	20.7	13.1	50
GL Business Capital Growth Fund	1.2	0.8			2
GL Feasibility Challenge Fund		0.3			0.3
GL Growth Fund				3	3
Total GL Growth Capital	34.6	58.2	36.4	49.8	179

* 200k repayment to be made against 16/17 and reallocated to new Grantham STEM scheme in future years

All of these figures are indicative and will be subject to change as the programme evolves.

Delivery

Despite putting significant effort into ensuring that we have the right approach to policy and commissioning, we know that it is delivery that matters most. Implementing a robust governance structure, and ensuring that key partners are strategically tied in, moves us to responsible and successful project delivery.

Local authorities, higher and further education, and the third sector in Greater Lincolnshire all have a strong track record in delivering major schemes. We will continue to support the skills and capacity required to maintain that level of delivery. To achieve this we:-

- Undertook an audit of the skills of respective economic development teams with a view to sharing skills
- Continue to identify how partnership organisations can establish a shared approach to working with developers on bringing forward schemes.

The Greater Lincolnshire economy has achieved year-on-year growth. Our success is due to:-

- Active lobbying, research and partnership building
- Knowledge of funding opportunities and the gaps in economic development provision that the local economy requires
- The ability to produce high-quality projects for funding – from project concept through bid writing and delivery
- A capital funding programme supported by levels of revenue that enable schemes to be designed, managed and delivered.

A range of active and enterprising local partnerships are finding new ways to meet local needs, for example combining funding to deliver schemes at transport pinch-points, and new approaches to skills

training.

Project Partners/ Sponsors

- **Lincolnshire County Council**
Extensive track record of delivering large and complex projects across a broad range of disciplines and funding streams working with numerous public and private sector partners.
- **Chestnut Homes**
Chestnut Homes are experienced in delivering publicly funded projects throughout Lincolnshire. Delivery partners include; Boston Borough Council; Lincolnshire County Council; Boston United Football Club; Boston United Football in the Community Limited; Lincolnshire Sports Partnership; Football Foundation; and Lincolnshire FA, Premier League.
- **University of Lincoln**
Lincoln Science and Innovation Park Ltd is an innovation led public-private partnership bringing together the University of Lincoln and Lincolnshire Co-operative.
- **Bishop Burton College**
The College has invested over £40 million in an ambitious campus redevelopment scheme which includes a new state of the art Learning Resource Centre, Sport & Fitness complex and Equine Arena. This has been achieved through extensive experience of undertaking large projects, working in partnership with local contractors and a team of Lincoln based professional advisors over 7 years.
- **City of Lincoln Council**
City of Lincoln Council has a strong delivery record and will work with Lincolnshire County Council and Network Rail to deliver the Lincoln Transport Hub project. Other partners will include the

Lincolnshire Co-operative Society, BIG (Business Improvement Group), Stagecoach and other private sector partners.

➤ **North East Lincolnshire Council**

North East Lincolnshire Council has delivered high value, complex projects for a number of years. The Highways Agency is a key stakeholder and other delivery partners include various land owners and developers.

➤ **North Lincolnshire Council**

North Lincolnshire Council work with numerous partners to deliver large scale projects and this will include HCA (Homes and Communities Agency), BDUK (Broadband Delivery UK) and BIS (Business, Innovation and Skills) for components of the programme together with local partners such as Registered Housing Providers.

➤ **District Councils**

The seven local authorities (district councils); North Kesteven DC; South Kesteven DC; East Linsey DC; West Linsay DC; South Holland DC; Boston Borough Council and; City of Lincoln Council work in strategic partnership to deliver on the ground across a wide range of services and disciplines including; housing; planning and local transport functions.

➤ **Waterloo Housing Group**

This group have worked with local authorities and the HCA across the Midlands and Lincolnshire. They bring together de Montfort Housing Society, New Linx Housing Trust, Waterloo Housing Association and Waterloo Homes, building and managing affordable homes.

➤ **Boston College**

The college Estates team, which has considerable experience of successful property development, will oversee the build of the EMAT Centre supported by a multi-disciplinary team of

professional advisers. Liaison with employers and other stakeholders will be managed by the college's Senior Leadership Team and will be delivered through the Employer Engagement team and relevant curriculum managers.

➤ **Lincoln College**

The Digital and Professional Skills Centre will be managed by Lincoln College with support and training being delivered by the college itself and other strategic partners. Lincoln College will be the strategic lead managing the DPSC in Lincoln and a community based digital hub in Horncastle. Lincoln College has extensive experience of carrying out projects which require new build, refurbishment, purchasing of equipment and the reshaping of education and training. This proven track record and a dedicated project team will ensure effective and high quality scheme delivery.

➤ **New Stamford College**

A dedicated team is in place to manage project activity from start to finish, including an Executive team which is overseen by an independent Board of Governors, a Senior Leadership Team, and specialist functions such as MIS, Finance, Estates, Business Development and Curriculum Management.

➤ **North Lindsey College**

The North Lindsey College is fully aware of its obligations under the Public Procurement Regulations 2015. The College has significant experience of managing public procurement requirements through recent capital expenditure projects, most recently, through the £10m ETC project. For the Technical Business Skills and Innovation Hub project, to provide a wider governance and oversight function, a Board will be established. The members will be composed of members drawn from the College, University, Council and key public and private sector organisations.

Delivery Plan – Milestone timeline

Project Name	Project Status	Due Diligence Appraisal	Due Diligence - Investment Board Decision	Site Works Start Date	Forecast Site Completion Date
Boole Technology Centre	Completed	Completed	Approved	Completed	Completed
Bishop Burton College	Completed	Completed	Approved	Completed	Completed
Grantham Southern Relief Road (GSRR)	Phase 1 completed, Phase 2 delivery	Completed	Approved	Commenced	March 21
Skegness Countryside Business Park	Delivery	In variation	31 Jan 18	Commenced	Jan 20
Boston Quadrant	Delivery	Completed	Approved	Commenced	Sept 19
Unlocking Rural Housing Programme	Delivery/Contracting	Completed	9 Schemes Approved	Various	Mar-18
Grantham Innovation & Technology Centre	Detailed Design	Feb 17	March 17	TBC	TBC
Lincoln Transport Hub	Delivery	Completed	Approved	Commenced	Jan-18
Lincoln Tentercroft Street Growth Corridor	Completed	Completed	Approved	Completed	Completed
Go Skegness Sustainable Transport	Delivery	Completed	Approved	September 2016	Sep-18
Access to Employment Zones (A46/A16)	Delivery/Contracting	Phase 2	Mar 17	TBC	TBC
Normanby Enterprise Park 7	Delivery	Completed	Approved	TBC	TBC
Northern Roundabout Infrastructure	Contracting	Completed	Approved	TBC	TBC
South Humber Industrial Infrastructure Programme	Delivery	Completed	Approved	October 2017	Mar 19
Scunthorpe Town Centre	Detailed Design	January 2017	January 2017	TBC	TBC
Lincolnshire Lakes	Delivery	Completed	Approved	March 2017	Mar-19
Holbeach Peppermint Interchange	Delivery	Completed	Approved	May 2017	Completed
Agri-Food Centre of Excellence	Contracting	Completed	Approved	Summer 2018	TBC

7: Outcomes and Impact

The Greater Lincolnshire economy has outperformed the UK over the last five years showing year-on-year growth. Business survival rates are improving and wage growth for full-time workers has been strong compared to the national picture.

This Strategic Economic Plan (SEP) sets out the actions that the GLLEP will champion. It explains how we will achieve economic growth in support of our vision to 2030.

A range of active and enterprising local partnerships are developing new ways to meet local needs, for example combining funding to deliver schemes at transport pinch-points, and new approaches to skills training.

The area's success to date is due to:-

- Active lobbying, research and partnership
- Building knowledge of funding opportunities and gaps in economic development
- Provision that the local economy requires the ability to produce high-quality projects for funding – from project concept through to bid writing and delivery
- A capital funding programme supported by levels of revenue that enable schemes to be designed, managed and delivered.

Our GLLEP Growth Deal has been agreed on the basis of a strong strategic fit to our required outcomes and impact through the first tranche of projects.

Outcomes and Strategies Chart



Growth Deal Project Outputs

Project Name	Public/ Private Leverage (m)	Jobs Created	Housing Units	Commercial Floorspace (sqm)	Learners	Number of Businesses Supported	Business Start ups	Apprenticeships	Refurbished/ new Learning Floorspace (sqm)
Boole Technology Centre	3.4	53		2,398		156			
Bishop Burton College	4	25			1,836	410	23		
Grantham Southern Relief Road (GSRR)	63.9	383	881	44,410		8	5		
Skegness Countryside Business Park(In Variation)	8.9	538		557			65		
Boston Quadrant	18.3	98	249	9,200					
Unlocking Rural Housing Programme	39.7	97	427						
Grantham Technology & Innovation Centre	6				TBC				836
Lincoln Transport Hub (Retained Scheme)	16	455	9	4,645			5		
Lincoln Tentercroft Street Growth Corridor	1.1	8					1		
Go Skegness Sustainable Transport	1.8	3							
Access to Employment Zones (A46/A16)	0.62	175	834						
Normanby Enterprise Park 7	0.3	2,123		55,074					
Northern Roundabout Infrastructure	2.1	TBC		TBC					
South Humber Industrial Infrastructure Programme	9.7	2,909		4,600					
Scunthorpe Town Centre	30.8	195	100	8,000					
Lincolnshire Lakes	2.7	183	965						
Holbeach Peppermint Interchange	2.7	1,008	900	71,200					
Agri-Food Centre of Excellence	4.8	60		1,350	400				
Local Improvements on the A46	1.4	200	2,000	50,000					
Sleaford Growth Project	1.7	400	300	17,000					

Sutterton Roundabout Pinch-Point Scheme	0.08	200	150						
Gainsborough Growth Project	48	270	800	5,000					
Skills Capital Investment Fund	13.76	50			9,212	1,670	95	790	6,000
Greater Lincolnshire Centre for Health Science	5	80			1,200	30			
Advanced Engineering R&D Centre	3.05	25		1,200	150	30			
Food Enterprise Zones	7	2,370		170,460	600	25	20	25	25
Totals	297	11,908	7,615	445,094	13,398	2,329	214	815	6,861

* Number of jobs safeguarded to be clarified; some projects have additional bespoke outputs/outcomes to those identified above.

Further monitoring and evaluation information can be found in the Monitoring and Evaluation Framework at <https://www.greaterlincolnshirelep.co.uk/documents/lep-monitoring-evaluation-plan-feb17/>

8: Risk

The Strategic Economic Plan (SEP) is both a strategy document and a mechanism for framing delivery of which this Implementation Plan forms a part. The GLLEP Board will take a particular responsibility for ensuring that risks are managed so that delivery can be effective.

With strains on Local Government resource due to cuts to services running through organisations, there are generic risks around capacity and resourcing for local authorities, and partners have the capacity to deliver through the prioritisation process. The GLLEP will focus on monitoring the capacity of organisations to deliver the projects identified through the SEP and work to mitigate any gaps in future delivery.

The GLLEP will also work with the project promoters to ensure the projects are running to time and will support and mitigate as necessary. The GLLEP will monitor other funding delivery programmes and ensure alignment opportunities are not lost or delayed due to avoidable funding issues and where possible, project monitoring opportunities will be linked with the European Programme monitoring to maximise and not duplicate reporting opportunities.

Full programme and project risk is identified and mitigated measures recommended in the following table:

Growth Deal 1 : Programme Risk Register

Risk No	Risk Element	Mitigating Action	By When (Date)	Early Warning Indicator	Owner	Status	Probability H/M/L	Impact H/M/L	Overall Risk Rating H/M/L
SLGF/GD1/001	SUBMISSION DEADLINE: There is a risk around the timelines for individual project strands that the full application is unable to submit a coherent application by deadline date	Agree broad strategy and build in team capacity within LEP/LCC to drive application and project sponsors. Regular communication within BIS/LEP/LCC team & external delivery partners to facilitate timely delivery	30th June 2014	Internal capacity weakening	RC	Closed	1	3	3/H
SLGF/GD1/002	LOCAL AUTHORITY SUPPORT There is a risk that district and county CEOs and Executive members may dispute final project list.	Build in clear project assessment criteria and gain agreement of ranked projects across district and county councils. Ensure buy in and sign off at Leaders board in advance of submission	30th June 2014	High level/CEO/Cllr dissatisfaction relayed to LEP	RC/JB	Closed	1	2	2/M
SLGF/GD1/003	SUBMISSION APPROVAL There is a risk that the final submission selection isn't approved.	Communicate concerns with delivery partners & BIS. Iterative process allowing for some flexibility	7 th July 2014	Iterative discussions with BIS during application assessment	RC	Closed	1	3	3/H
SLGF/GD1/004	LCC ACCOUNTABLE BODY SUPPORT LCC as Accountable Body for 12 delivery partner projects needs to be aware of its obligations and risk	Co-build processes required including reps from funding; legal; finance; performance. Accountable Body processes required to be included within GD1 Assurance Framework	Autumn Statement 3 rd Dec 2014	LCC dissatisfied with requirements and responsibilities	JB	Closed	1	3	3/H

SLGF/GD1/005	CENTRAL GOVERNMENT SUPPORT Central government have obligations with the GD and funding allocations currently only cover one year at a time	<p>Key government policy is to grow the economy – Growth Deals are high priority.</p> <p>BIS are working on LEPs behalf to improve the length/working of the offer letters.</p> <p>Labour has also pledged to support LEPs in the event of a change of government</p>	Ongoing	Key Government policy is to grow the economy and encourage greater productivity – Growth Deals are therefore high priority.	PH	Live	1	3	3/H
SLGF/GD1/006	LOSS OF CONTROL OVER DELIVERY LA delivery projects can be controlled & delivered within known/tried & tested methodology whereas risk exists with private sector delivery partners	<p>Finalise individual project contract frameworks based on conditional offers and ensure legal services input.</p> <p>Build based on LTB framework for highways projects and SFA framework for skills and education projects.</p> <p>Ensure clarity around claw back obligations. Detail required being included within the Monitoring and Evaluation Framework</p>	Ongoing	Project progress reports, progress meetings and site visits identify unforeseen issues/delays	RC	Live	2	3	6/H
SLGF/GD1/007	INDIVIDUAL PROJECT FAILURE Individual projects fail to deliver within the mix.	<p>Work with delivery partners to ensure ongoing spend profiles/delivery and outcomes along with Assurance Framework security.</p> <p>Dedicated LEP/LCC project management to ensure necessary level of support is provided.</p> <p>LEP allocated flexibility to adjust spend between projects where slippage is identified</p>	Annual spend deadlines	Feedback from delivery partners during regular monitoring meetings and quarterly claim progress reports.	RC/JB	Live	1	3	3/H

SLGF/GD2/008	<p>TEAM DOWNSIZING/ RESTRUCTURE Possible team downsizing/ Restructuring is likely to increase pressure of workload and constrict capacity and resources available to the project.</p>	<p>Ensure Growth Deal programme is given high priority internally & adequate resources.</p> <p>Build resource/capacity into LEP/LCC project management to ensure necessary level of support is provided</p>	Sept 2015	Regular 1:1s with senior management	JB	Closed	1	2	2/M
SLGF/GD2/009	<p>LOSS OF CONTROL OVER DELIVERY LA delivery projects can be controlled & delivered within known/tried & tested methodology whereas risk exists with private sector delivery partners</p>	<p>Finalise individual project contract frameworks based on conditional offers and ensure legal services input.</p> <p>Build based on LTB framework for highways projects. Develop a further bespoke framework from these to fit the remainder.</p> <p>Ensure clarity around claw back obligations. Detail required being included within the Monitoring and Evaluation Framework.</p>	Ongoing	Project progress reports, progress meetings and site visits identify unforeseen issues/delays.	RC	Live	2	3	6/H
SLGF/GD2/010	<p>INDIVIDUAL PROJECT FAILURE Individual projects fail to deliver within the mix.</p>	<p>Work with delivery partners to ensure ongoing spend profiles/ Delivery and outcomes along with Assurance Framework security.</p> <p>Build resource/capacity into LEP/LCC project management to ensure necessary level of support is provided.</p> <p>LEP allocated flexibility to adjust spend between projects where slippage is identified.</p>	Annual spend deadlines	Feedback from delivery partners during regular monitoring meetings and quarterly claim progress reports.	RC	Live	1	3	3/H

<p>SLGF/GD2/011</p>	<p>DEVOLUTION DEAL FOR GREATER LINCOLNSHIRE Requires large scale partnership agreement and working to succeed.</p> <p>Combined Authority and elected May required.</p> <p>First attempt at a deal proved unsuccessful in 2016.</p>	<p>Continue to ensure that benefits of a deal are driven forward and MPs understand the necessity and opportunities.</p> <p>LCC sought public views on a combined authority option.</p>	<p>Ongoing</p>	<p>Collaboration across local authorities is continuing</p>	<p>RC</p>	<p>Live</p>	<p>1</p>	<p>3</p>	<p>3/H</p>
---------------------	--	---	----------------	---	-----------	-------------	----------	----------	------------

Growth Deal : Risk Assessment

Overall risk rating

This is based on the sum of risk ratings (1 = Low, 2 = Medium, 3 = High) divided by number of scored risks to provide an average risk.

For example:

2 x High risks = (2 x 3 = 6)

3 x Medium risks = (3 x 2 = 6)

1 x Low risk = (1 x 1 = 1)

Total = 13/6 = 2.16667 Average Score = Medium Risk

Low Risk (Average Score 1-1.65)	Medium Risk (Average Score 1.66-2.32)	High Risk (Average Score 2.33-3)	X
---------------------------------------	---	--	---

GD Programme:-

- 6 x high risk = (6 x 3 = 18)
- 2 x medium risk = (2 x 2 = 4)
- 0 x low risk = (0 x 1 = 0)

Total = 22/8 = 2.75 Average score = High risk

Despite the high risk nature of the GD programme, this is understood as unavoidable with a strategic programme of this size and the GLLEP has input mitigating actions which in reality will reduce this overall risk, primarily through the implementation of robust Assurance and Monitoring Frameworks, along with this Implementation Plan and Governments Growth Deal Contract with the LEP.

9: Monitoring and Performance

GLLEP has demonstrated strong partnership arrangements which deliver collective decisions, has articulated a clear and deliverable vision for growth in the area and has established strong financial monitoring procedures and cross local authority collaboration.

A number of key targets and indicators have been agreed with government to ensure projects spend to budget within timescales.

These include a number of core indicators, appropriate to all LEPs as well as a range of others developed by and tailored to, individual LEPs. Measures are aligned with other funding streams in the main in order to simplify reporting and evidence processes.

Growth Deal Project Contracts and Assurance Frameworks have been developed detailing reporting requirements to individual project sponsors.

The GLLEP has been given the opportunity to manage its Growth Deal budgets flexibly. This allows GLLEP to take local decisions on moving funding between headings if one project is not performing but another is, and this will be agreed by the GLLEP Board from recommendations from the Investment Board. Not all LEPs have been given this flexibility and this is due in large to the strength of the partnership working that our GLLEP has been able to demonstrate and to the quality of our Strategic Economic Plan (SEP).

Government disburses funds to the GLLEP annually in advance. The GLLEP is expected to deliver the projects highlighted in the Deal, has flexibility over the management of these projects in order to deliver the greatest economic benefits to the area.

All projects are 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.

Any significant changes to the projects are discussed with the Government in advance. The Growth Deal does not amount to an endorsement of everything in the submitted SEP and all development decisions for specific proposals must go through the normal planning process and be guided by local plans taking into account all material considerations.

GLLEP and its Accountable Body therefore manage the projects as a whole and carefully monitor increases and slippage in order to re-profile spend where both necessary and most beneficial.

Project Sponsor Conditions – Assurance Framework

Condition	Timescale	Lead HMG/LEP
Signing of GLLEP Growth Deal	October 2014	HMG
Growth Deal Extension Announced	January 2015	HMG
Project contract documentation developed	January/February 2015	LEP
High level national metrics agreed	February 2015	HMG
Draft Assurance Framework circulated for comment	February 2015	LEP
Assurance Framework agreed by GLLEP Investment Board	February 2015	LEP
Assurance Framework approved by GLLEP Board	February 2015	LEP
HMG issue draft funding agreement to GLLEP	February 2015	HMG
Implementation plan agreed by GLLEP Board	February 2015	LEP
Identification of projects to be part of evaluation plan	February 2015	LEP
Evaluation Plan feedback from Government	6 February 2015	HMG
Governance structure in place and agreed as part of Assurance Framework	March 2015	LEP
Evaluation Plan Workshop held for retained schemes	5 March 2015	HMG
GLLEP Board approval of Evaluation Plan	March 2015	LEP
Assurance Framework signed off by Section 151 Officer	31 March 2015	LEP
Metrics for each project agreed with project leads	March/April 2015	LEP
Project contract documentation signed by project organisations	April 2015	LEP
Skills project contract approval by SFA	May 2015	LEP
Retained project contract approval by DfT	September 2015	HMG
Draft communications plan to be approved by GLLEP Board	10 September 2015	LEP
New GLLEP website live	Summer 2016	LEP
Assurance Framework compliance with National Guidelines signed off by Section 151 Officer	28 February 2017	LEP
Identification of opportunities for communicating with local communities	Ongoing	LEP
Respond to government guidance relating to governance and transparency following the Mary Ney Review within the Assurance Framework	By 28 February 2018	LEP

See full Assurance Framework document at <https://www.greaterlincolnshirelep.co.uk/funding-and-projects/other-funding/growth-deal-single-local-growth-fund-slgf/>

Evaluation

Evaluation will only occur where it can be robust and provide useful intelligence.

Impact Evaluation builds on monitoring and allows us to more accurately judge the effectiveness of interventions for determining success. It will also provide more evidence around the benefits of local versus national provision, maintaining the momentum achieved with Growth Deals and potentially providing impetus for further decentralisation.

10: Appendices

Links to Greater Lincolnshire LEP website for further detail
www.greaterlincolnshirelep.co.uk

This Implementation Plan forms one of the group of four key documents making up the Growth Deal. The Link to the GD group is as follows:-

- ***GLLEP Growth Deal Grant Offer Letter***
- ***GLLEP Growth Deal Assurance Framework***
- ***GLLEP Growth Deal Implementation Plan***
- ***GLLEP Growth Deal Monitoring and Evaluation Framework***
<https://www.greaterlincolnshirelep.co.uk/funding-and-projects/other-funding/growth-deal-single-local-growth-fund-slgf/>

Referenced links:-

- **Strategic Economic Plan**
<https://www.greaterlincolnshirelep.co.uk/whats-new/lep-unveils-updated-strategic-economic-plan/>
- **Greater Lincolnshire LEP EU Structural and Investment Strategy 2014-20**
https://www.greaterlincolnshirelep.co.uk/assets/documents/EU_SIF_%28Structural_Investment_Fund%29.pdf
- **LEP Directors' Board**
<https://www.greaterlincolnshirelep.co.uk/about/boards/lep-board/>
- **Finance and Audit Committee**
<https://www.greaterlincolnshirelep.co.uk/about/boards/finance-and-audit-committee/>
- **Appointments Committee**
<https://www.greaterlincolnshirelep.co.uk/about/boards/appointments-committee/>
- **Investment Board**
<https://www.greaterlincolnshirelep.co.uk/about/boards/investment-board/>
- **Greater Lincolnshire LEP Growth Deal**
<https://www.greaterlincolnshirelep.co.uk/funding-and-projects/other-funding/growth-deal-single-local-growth-fund-slgf/>