

Greater Lincolnshire LEP Board Meeting

Wednesday, 31st January 2018

Council Chamber, West Lindsey District Council, Marshall's Yard, Gainsborough, DN21 4NA

Paper 0- Agenda

Time	Item and brief description	Lead	Access/Circulation
10.00	Welcome, Apologies, Declarations of Interest <ul style="list-style-type: none"> Approval and publication of Minutes Review of Actions 	Chair	Paper 1 attached
10.10	LEP Directors Report and Update from the Chair Verbal update from the Chair LEP Directors report, Q3 Finance, progress against Business Plan, electronic approval for flexible learning fund, Annual Conversation Notes	Ruth Carver, LEP	Paper 2 attached Paper 2.1 attached Paper 2.3
10.30	Strategic Road Network – Consultation Response	Ruth Carver, LEP	Paper 3 – to follow
10.40	The LEP Network and its priorities	Warren Rails, Director, LEP Network	Verbal
10.50	Local Industrial Strategy Progress	Liz Shutt, LEP	Paper 4 attached
11.10	Enhancing Scrutiny Arrangements	Ruth Carver, LEP	Paper 5 attached
11.30	Visitor Economy Update and Proposals	Chris Baron	Verbal Update
11.15	Update on FEZ	Halina Davies, LEP	Paper 6 attached
11.30	Governance & Transparency	Ruth Carver, LEP	Paper 7 attached Appendices A-G attached
12.00	Economic Growth Priorities for WLDC	Eve Fawcett-Moralee, WLDC	Presentation
12.30	AOB and close	All	

Attendees - LEP Board Directors:

Ursula Lidbetter , Lincs Co-op (Chair), David Dexter , FSB (Vice Chair), Chris Baron Butlins, Cllr Colin Davie LCC, Cllr Craig Leyland ELDC, Cllr Rob Waltham NLC, Herman Kok Lindum, Prof Mary Stuart University of Lincoln, Pat Doody Nat West

Apologies Received: Richard Wills (LCC), Cllr Peter Wheatley (NELC), Dean Fathers - Health Director, Sarah Hendry, DEFRA

Observers: Pete Holmes BEIS, Simon Green NLC, Warren Rails (LEP Network)

Officers: Ruth Carver, Liz Shutt, Sue Groves and Halina Davies

For Agenda Items: Eve Fawcett-Moralee (WLDC)

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

AP1 – Draft Investment Board Minutes – 24th November 2017

AP2 – Finance & Audit Committee Minutes – 10th October 2017

AP3 – Manufacturing Board Minutes – 6th December 2017

AP4 – Growth Hub Board Minutes

AP5 – ESIF Committee Minutes

AP6 – Innovation Council Minutes – 26th September 2017

AP7 – Visitor Economy Board Minutes – 13th September 2017

AP8 - Q3 progress against LEP Business Plan 2017-20

AP9 – Greater Lincolnshire response to Clean Growth Strategy

Key dates for LEP Board Members 2018

Water Management Board

12th February 2018, 10th May 2018, 30th July 2018, 8th November 2018

Manufacturing Board

16th April 2018

Visitor Economy Board

24th January 2018, 17th May 2018, 20th September 2018

Employment & Skills Board

6th February 2018, 11th April 2018, 4th July 2018, 3rd October 2018 – Skills Board Planning Session
21st November 2018

Innovation Council

14th March 2018, 12th June 2018, 19th September 2018, 11th December 2018

Growth Hub Governance Board

13th March, 10th July, 13th November

ESIF Sub-Committee

16th January – Interim Meeting, 21st March 2018, 20th June 2018, 19th September 2018, 5th Dec 2018

Present: Board Directors: Ursula Lidbetter Chair (Lincolnshire Co-op), David Dexter, Deputy Chair (FSB), Chris Baron (Butlins), Cllr Colin Davie (LCC), Cllr Peter Wheatley (NELC), Cllr Richard Hannigan (NLC), Cllr Craig Leyland (ELDC), Herman Kok (Lindum Group), Pat Doody (RBS), Mark Tinsley (Tinsley Farms), Prof Mary Stuart (University of Lincoln), Dean Fathers (Health Director), Richard Wills (LCC Accountable Body), Steve Middlebrough (Siemens)

LEP Executive: Justin Brown, Cathy Jones, Sue Groves (Note Taker)

Observers: Pete Holmes (BEIS), Simon Green (NLC), Chris Duffill (NELC)

Apologies: Ruth Carver LEP, Cllr Rob Waltham NLC, Andy Orrey NLC, Sarah Hendry, DEFRA

Guests: Samantha Harrison LEP Growth Hub (Paper 5), Dave Hawkins LEP Growth Hub (Paper 5), Ivan Annibal, Rose Regeneration (Paper 6), Simon Hall DIT (Paper 7)

Welcome by the Chair

Ursula Lidbetter (UL) welcomed everyone and thanked the University of Lincoln for hosting the meeting. She welcomed Cllr Richard Hannigan from NLC who is deputising for Cllr Rob Waltham.

Mark Tinsley was thanked for his service as a LEP Board Member championing the food sector over the past six years, and was presented with a small gift.

Apologies and Declarations of interest

Formal apologies were received from the following Directors: Cllr Rob Waltham and Andy Orrey. Additional apologies were received from Ruth Carver, LEP and Sarah Hendry, DEFRA.

Full declarations of interest can be found at

<https://www.greaterlincolnshirelep.co.uk/documents/declarations-of-interest-register-nov-2016/>

The board were reminded that declarations of interest are required as part of LEP scrutiny and must be submitted at least annually, and if anything changes to the LEP office at the earliest convenience. There were no declarations relevant to this meeting.

Minutes and Matters Arising

The minutes of the 29th September 2017 were accepted as a true record following minor amendments and can be published on the website.

Actions from last meeting updated as follows:

- Recruitment is underway for two vacancies on the LEP Board representing Housing and Food.
- The LEP supported an Institutes of Technology expression of interest led by the University of Lincoln and a number of partners from the Further Education and other sectors.
- The refreshed food sector plan was approved and has now been published.
- Funding for Team Lincolnshire was agreed for three years and the launch is on 30 November 2017.

Action

Exec

<p>MT emphasised the importance of work done on the skills strategy and stated that it is important that we don't lose track on influencing policy changes and implementation locally.</p> <p>CB asked there was an updated about the Coastal Communities Fund. None was available as yet, although the Director of the CCF is attending a meeting in Greater Lincolnshire on 8th December. Justin Brown explained that there is a much greater emphasis on community led schemes than there was in original design of CCF.</p>	
<p><u>LEP Directors Report</u> Justin Brown presented this item, and the report was taken as read.</p> <p>Specific items to note were: Team Lincolnshire - Launch of Team Lincolnshire on Thursday, 30th November, is an opportunity to promote Lincolnshire and the launch has been over-subscribed,</p> <p>Quarter 2 Finances and targets against Business Plan - The report was discussed. The Team is working hard to keep the SLGF finances on track (Amber), all other areas are green within the report.</p> <p>Governance and Transparency – The Mary Ney Report (a review of LEPs) – GLLEP is confident that it is complying with the contents of the report and that an Action Plan is currently being worked on. Pete Holmes stated that guidance is to be issued shortly on expectations and this will be discussed at the Annual Conversation. The board agreed to implement the recommendations from the review and noted the timetable proposed by the exec. An update on progress will be given at Jan 18 Board. RW and RC to review Scrutiny arrangements and make a recommendation to the Jan 18 Board.</p> <p>Health Innovation - Dean Fathers informed the Board that he had attended several Midlands Engine meetings and that the NHS is supporting this in a more proactive way, particularly mental health issues.</p> <p>The Board agreed: To note the content of the reports The representation from Lincolnshire Colleges on the ESB To implement the recommendations from the Governments' Mary Ney Review on Governance and Transparency on LEP's and noted the timetable proposed by the exec. To receive an update on progress and a report on enhancing scrutiny arrangements at the Jan 18 Board. To ask the Accountable Body to arrange additional training on the Local assurance Framework</p>	<p>Exec RW/RC</p> <p>ESB Exec</p> <p>AB</p>
<p><u>Industrial Strategy Research Programme</u> Justin Brown presented this paper, and outlined the planned research programme for the production of a local industrial strategy for Greater Lincolnshire.</p> <p>The Board agreed: To note the content of the report To approve £20,000 of core funding towards undertaking BREXIT sector analysis for Greater Lincolnshire</p>	
<p><u>Autumn Budget</u> Pete Holmes, BEIS, updated the meeting on the announcement made during the Autumn Budget earlier in the week.</p> <ul style="list-style-type: none"> • OBR has downgraded productivity forecast. • Further £2.3bn for research and development. 	

- Extension of the National Investment Fund.
- Additional £170m focussed on Construction industry.
- Zero emissions – electric cars.
- Extension of Finance Enterprise Commission.
- Business Tax – VAT remain at £85,000 for small businesses.
- Confirmation that National Living Wage is to increase.
- Reference to Midlands – for East Midlands, pilot of a manufacturing zone, reduction planning restrictions (Midlands Engine could look at opportunities).

Paper 4 – Clean Growth Strategy

Cathy Jones, LEP, summarised the briefing paper, noting that the UK government's Clean Growth Strategy was published in October 2017 and sets out 50 headline policies to cut emissions and grow low carbon investments across the economy.

The proposals and are grouped under:

- Accelerating Clean Growth
- Improving Business and Industry Efficiency – 25% of UK Emissions
- Improving Our Homes – 13% of UK Emissions
- Accelerating the Shift to Low Carbon Transport – 24% of UK Emissions
- Delivering Clean, Smart, Flexible Power – 21% of UK Emissions
- Enhancing the Benefits and Value of Our Natural Resources – 15% of UK Emissions
- Leading in the Public Sector – 2% of UK Emissions
- Government Leadership in Driving Clean Growth

The Board discussed the recommendations and noted the following:

DF said that the Marine industry is one of the largest pollutants and asked if anything is being done to support them to be compliant with current standards. He also said that the International Environment Management Association (IEMA) should also be consulted as they drive the green agenda.

SG said that a Decarbonisation project, being sponsored by Humber LEP, is ongoing and once the report has been written, it will be shared with the GLLEP.

MS said that this was an opportunity to look at how Smart Grids can work in rural areas, eg, biomass/solar in agriculture providing charging points across the county. The University is working on a pilot which will show government that it can work outside cities.

MT queried some of the points in the paper regarding agriculture and soil management. He noted that these issues are complex and that there are opportunities to improve. It was agreed that to ask the Agri-Forum to advise on our response to this section.

The Board agreed:

That the draft response would be circulated to Board members for comments and a response submitted.

Justin Brown to take this paper to Lincolnshire Forum for Agriculture for discussion.

Exec
JB

Paper 5 – Annual Growth Hub Review

Mary Stuart said that she chairs the Growth Hub Board and activities are achieving what they set out to do and now need to progress to the next level. The key to the future is to focus on business growth.

- Business Lincolnshire Growth Hub is the business support arm of the GLLEP.

- It increases the culture of enterprise and innovation.
- It is good at effective co-ordination, communication and promoting.
- It is a one stop "growth shop".
- It is the front door to the Growth Hub service.
- It is owned by the business support community.
- It was established as the "first place to go" for impartial advice and have access to Business Growth Advisers and Specialist Advisers, above to facilitate access to national programmes and organise workshops, briefing and flagship events.
- Clients engaged by District Area – SHDC tend to go to GCGP Growth Hub rather than GLLEP.

Benchmarking – The Business Lincolnshire Growth Hub was tasked to undertake a small local benchmarking exercise with other Growth Hubs operating in LEP areas with similar geographies and business make up as GLLEP. Their annual reviews were looked at in order to gain a comparable insight and this is shown in Appendix 1 (which was circulated). Overall, the Lincolnshire Growth Hub is performing well in terms of engagement, customer satisfaction and job creation.

David Hawkins, Growth Hub Adviser, attended and gave some helpful examples of success.

It was requested that work be done on showing the extent of job creation and counting the jobs that are created through self-employment.

Comments:

- Simon Green asked whether it is open access to all and also encourage small businesses to use website.
- David Dexter queried the number of jobs created.
- Cllr Wheatley asked for figures to be shown, not just to the year, but for previous years to show how businesses are being sustainable.
- Pat Doody asked how it could be better promoted as some businesses are not aware of it. Samantha Harrison advised that promotion via social media has doubled and that the team are happy to talk at events if they are invited.
- Discussion at the annual conversation to cover the Utilities study.
- Discussion whether GLLEP might want to propose an off-grid business centre development to Government.
- Work on showing the extent of job creating, counting in the "jobs" that are created through self-employment.

SLH

The Board agreed to

Note the content of the report and presentations and the work undertaken during the year
Ask the Growth Hub to look at showing the true extent of job creation and counting the jobs that are created through self-employment

Paper 6 – Digital Landscape Analysis

Ivan Annibal from Rose Regeneration presented the research findings and activity to date to the Board and give some background information. This was commissioned by the Business Lincolnshire Growth Hub in partnership with Digital Lincoln and the LEP's Innovation Council.

The aim of the research is to provide a better understanding of use of digital technology within businesses within Greater Lincolnshire and enable comparison of the areas digital landscape with other areas profiled in the "Tech Nation 2016" report – this has since been superseded by "Tech Nation 2017".

The digital sector is modest in size, but big in potential in Greater Lincolnshire.

The digital sector is growing effectively in terms of jobs and in terms of added value. Although small compared to some other sub-regions, it is growing more rapidly than many.

There are 7,045 jobs in the digital tech sector. This represents 1.7% of all jobs compared with 4.9% across England. This concentration is highest in the administrative county of Lincolnshire (2%) and lowest in North East Lincolnshire (0.9%). While there are 7,045 jobs in the local digital tech sector, a far larger number, 16,471 of Lincolnshire residents are employed in digital jobs across a variety of sectors. These include digital roles in non-digital tech sectors and also digital jobs that residents commute to beyond the Greater Lincolnshire boundary.

Employment in the digital tech sector is most highly concentrated in the Greater Lincoln area and along the A1 corridor in the south west of Lincolnshire (Grantham). There is also a concentration in Horncastle, largely due to the location there of one specific firm. The area around Doddington Road and Skellingthorpe Road has the highest concentration of digital tech sector employment in Lincolnshire. In this area and in neighbouring North Hykeham, there are high levels of employment in manufacture of electronic components, publishing, computer programming and consultancy, IT and computer services, and telecoms. Lincoln, Bourne, Horncastle and Grantham all have a high concentration of employment in publishing activities, while Market Deeping has a strong concentration of employment in communication equipment.

The following comments were made:

- Steve Middlebrough – the digital sector is much bigger than digital tech businesses and should include manufacturing and agri-tech.
- Cllr Davie said that we should invest in the future and embrace it.
- Pat Doody said the evidence suggests that growth is strong in this sector.
- Mary Stuart said that there is a need to support the two clusters in Lincolnshire to enable them to grow. Also, the University of Lincoln is working with SKDC on digi-skills and digi start-ups.

The Board agreed

- It was agreed that the digital sector is important to Greater Lincolnshire and in particular that digital transformation within businesses that are not in the sector should be supported. This relates in particular to Industry 4.0 and the wider changes that employers should embrace in the future. It was agreed that LEP should help businesses to understand about industry 4.0 and Mary offered the University of Lincoln's input into this.
- MT said that the LEP's investment in digital skills centres via the Skills Capital Fund should not be underestimated. This should be emphasised when the skills capital grants are publicised.
- It was agreed that digital investment should be seen as a priority, and that any digital businesses that bid for LEP support should be encouraged if they can explain how their investment will support the growth of the LEP's priority sectors.

Paper 7 – Department for International Trade Update – Simon Hall

Simon introduced himself and said he had worked at DIT as the Director for the Midlands Engine for the last 6 months and then gave a presentation, which is to be circulated

The Department for International Trade's (DIT) mission is to help businesses export, drive investment, open up markets and champion free trade. It was established in July 2016 to secure the best deal for the UK as trading relationships are established worldwide. Whilst DIT brought together organisations that existed before, it is also a new organisation in its own right. DIT was created by the Prime Minister for a specific context and time following the EU referendum in which

Britain voted to leave the EU. Its creation brought together into one department the existing parts of Government that helped the UK trade and attract investment. DIT's four key functions:

- Export support – promoting and supporting UK businesses and exports to grow an economy that works for everyone.
- Investment support – maximising opportunities for wealth creation through supporting Foreign Direct Investment and Outward Direct Investment.
- Trade Policy – delivering the best international trading framework for the UK to maximise global trade and investment opportunities.
- Promotion of the UK – building the global appetite for British goods and services and encouraging more people to visit, study, invest in and do business within the UK through the GREAT campaign.

Advisors work with businesses to help remove barriers to exporting and that there are 178 overseas posts which are a gateway to businesses.

In the Greater Lincolnshire LEP area, support is given by a Northern Powerhouse team (covering North and North East Lincolnshire) and a Midlands Engine team which covers the rest of the Greater Lincolnshire area.

The latest performance statistics, which were fully audited in 2016/17 are:

- 14 Lincolnshire Export Promotion Events
- 93 businesses helped to win £28m worth of exports (including Icelandic UK Grimsby £13m to Canada)
- 92 businesses helped to win £15m worth of exports (average value £162k)
- Top sectors: Food and Drink, Advanced Engineering
- Top Markets: Miscellaneous Worldwide (29%), Italy (22%), Spain (21%), USA (19), Netherlands (18%)
-

Unaudited statistics so far for 2017/18:

- 77 businesses helped to win £13m worth of exports – biggest single deal £2m in Spalding.

In addition to the Core Export and FID Support available in the Greater Lincolnshire LEP area, there are three forms of Additional Support currently being provided:

- ERDF Project Internationalising SMEs – the Core Export Support Service is supplemented by an additional ERDF Funded Export Support Project called Internationalising SMEs.
- Midlands Engine – additional funding has been made available through the Midlands Engine initiative to support Midlands specific Trade Missions, eg, Germany, China and MIPIM 2018.
- Global Growth Pilot – the recently commenced Global Growth Pilot targets medium sized businesses (turnover £5m to £40m) to help them capitalise on the business growth possibly through exporting with financial support of up to £3,500 available to support procurement of specialist third party services to address barriers to export.

Next Steps

- Work with larger companies to help with growth – will work with the Growth Hub.
- Trade Missions should be part of the journey – companies should be export ready and the quantity of work will follow.
- FDI appears to be slowing down from overseas investors – it is important to look after existing businesses by supporting and reassuring them.

The LEP Board

Noted the contents of the paper and presentation	
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Paper 8 – Floods and Water Management (WRE)

Water Resources East (WRE) covers the whole Anglian Water region and one of the additional storage options shortlisted for detailed appraisal is a new reservoir in South Lincolnshire, supplied via water transfer from the River Trent and water captured in the Black Sluice catchment. The transfer would be via a combination of new and existing open water channels which would create opportunities to move, store and supply water, create and join wetland habitat, develop visitor destinations, improve and extend navigation routes and increase levels of flood protection. The WRE Project Group (the South Lincs Water Partnership) has been meeting for approximately 18 months. They have identified the needs and aspirations of the stakeholder groups and quantified them in terms of additional demand for water and a workshop has been held to appraise how this demand could be met.

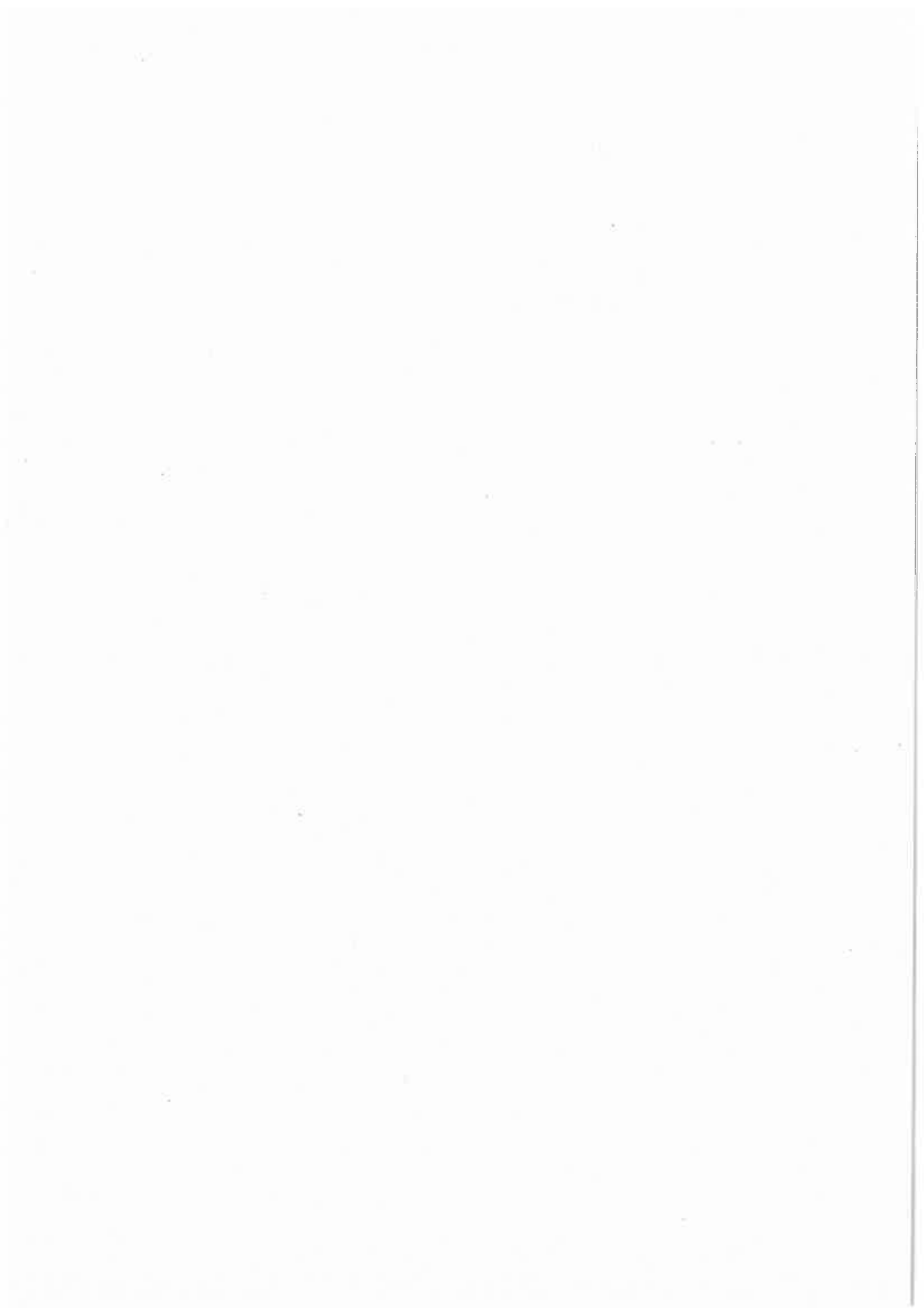
The Board supported that need to find a long term solution and the recommendation to task the Water Management Board and officers to continue to work with Anglian Water and other stakeholders was endorsed.

AOB

The meeting closed

LIST OF ACTIONS

<u>GLLEP Board Date</u>	<u>Action</u>	<u>Person Responsible</u>	<u>Carried Out</u>
20 July 2017	Progress relationship with HCA	Pete Holmes/Ian Fytche	ongoing
	Explore options for smart/futuristic homes	Cllr Davie	Report May 2018
29 September 2017	Agree small number of messages that GLLEP wants to give to Government, avoid being diverted by Government announcing different policies on LIS	Strategy Away Day	Jan 2018
	Assurance Framework training for LEP Board and Investment Board members	Linsay HillPritchard	March 2018
	PR on Skills Capital Fund, use the grants being given to Lincoln and Stamford as a way you can demonstrate that GLLEP is investing in the digital agenda	Ruth Carver/Clare Hughes/Halina Davies	ongoing
24 November 2017	Update on progress and a report on enhancing scrutiny arrangements	Richard Wills	Jan 2018



LEP Rolling Forward Agenda Planner 2018

Forward Board Agenda Planner			
Date and Meeting	Standing Items	Progress Reports/Reports back from Sub Groups	Potential Areas for discussion and decision
31 January 2018 LEP Board, Gainsborough	<ul style="list-style-type: none"> LEP Director Report inc Policy Updates and Consultations – DEFRA 25 year environment plan and NIC call for evidence , briefing on skills pilots Quarter 3 Finance and progress against BP Q4 Business Survey Results Midlands Engine 	<p>Local Industrial Strategy Progress– Liz</p> <p>QES Results Q3 2018 – November board</p>	<ul style="list-style-type: none"> LEP Impact Report ? Governance Transparency – Mary Ney Review – Ruth Annual Conversation Scrutiny Arrangements - Richard Progress and Impact of Food Enterprise Zones – Halina Visitor Economy Board Electronic approval for LAF
31 January 2018 Investment Board, Gainsborough	<ul style="list-style-type: none"> Minutes of last meeting 		<ul style="list-style-type: none"> Project Approval 3rd Quarter Project Spend
23 March 2018 LEP Board, Boston	<p>Theme: LIS Productivity Outcomes</p> <ul style="list-style-type: none"> Minutes of last Meeting LEP Director Report Midlands Engine 	Local Industrial Strategy - Liz	<ul style="list-style-type: none"> Food Board Utilities – Next Steps Business Rates Pilot
23 March 2018 Investment Board, Boston	<ul style="list-style-type: none"> Minutes of last meeting 		<ul style="list-style-type: none"> Project Approval Review of the Feasibility Fund Approach on future Funding
25 May 2018 LEP Board, Lincoln	<p>Theme: LIS People</p> <ul style="list-style-type: none"> Approval of Business Plan LEP Director Report Review of 17/18 Midlands Engine QES Results Q1 2018 – May board 	Local Industrial Strategy – Liz – Innovation Council Scenarios	<ul style="list-style-type: none"> Joint with ESB Skills Pilots – learner loans and SAP Manufacturing Board Energy Strategy
25 May 2018 Investment Board, Lincoln	<ul style="list-style-type: none"> Minutes of last meeting 		<ul style="list-style-type: none"> Project Approval Year end project Spend Assurance and Governance Training
20 July 2018	Theme: LIS Infrastructure	Local Industrial Strategy - Liz	<ul style="list-style-type: none"> Water Management Board

LEP Rolling Forward Agenda Planner 2018



LEP Board	<ul style="list-style-type: none"> Minutes of last meeting Management Report Media Report 		<ul style="list-style-type: none"> Road Rail Infrastructure Priorities
20 July 2018 Investment Board	<ul style="list-style-type: none"> Minutes of last meeting 		<ul style="list-style-type: none"> Project Approval
21 September 2018 LEP Board	Theme: IS Place <ul style="list-style-type: none"> Minutes of last meeting Management Report Media Report QES Results Q2 2018 – September board 		<ul style="list-style-type: none"> Approval of the draft Local Industrial Strategy Growth Hub Housing – delivery across Greater Lincolnshire
21 September 2018 Investment Board	<ul style="list-style-type: none"> Minutes of last meeting 		<ul style="list-style-type: none"> Project Approval Quarter 2 review
30 November 2018 LEP Board	Theme: LIS Business/Environment <ul style="list-style-type: none"> Management Report Media Report QES Results Q3 2018 – November board 		<ul style="list-style-type: none"> Industrial Strategy Impact of the Lincolnshire Growth Hub Inward investment and export Team Lincolnshire Progress
30 November 2018 LEP Investment Board	<ul style="list-style-type: none"> 		<ul style="list-style-type: none">
December	<ul style="list-style-type: none"> LIS Ideas and Grand challenges Innovation 		<ul style="list-style-type: none"> Innovation Council

LEP Partners and Board to provide feedback on the forward Workplan and proposed any additional items.

Board Directors are asked to note the content of this report.

Recommendation 1 – That for the Flexible Learning Fund, the LEP Board are asked to delegate the assessment and therefore letters of support to the Employment and Skills Board through the Chair, Herman Kok.

Recommendation 2 – LEP Directors are asked to return the revised declaration of interest forms to the LEP team asap.

Recommendation 3 – LEP Directors are asked to review the Actions from the Annual Conversation – Paper 2.1

Government Reshuffle

The Prime Minister carried out a Ministerial re-shuffle on 8 and 9 January. Both Greg Clark and Sajid Javid kept their jobs, albeit, in an indication of her priorities, Mrs May re-named DCLG as the Ministry for Housing, Communities and Local Government. Esther McVey, was appointed as the Secretary of State for Work and Pensions, and in the junior Ministerial ranks, Jake Berry remains the Northern Powerhouse Minister, Jo Johnson, our Ministerial sponsor in BEIS moved to DfT, Margot James, the Small Business Minister and Growth Hub champion moved from BEIS to DCMS and Andrew Jones, the Treasury Minister who was chairing the LEP Review, has moved to Conservative Central Office. Robert Jenrick, MP for Newark has joined the Treasury and is understood to have a role for the Midlands Engine. Victoria Atkins, MP for Louth and Horncastle was made PPS at the Home Office in October 2017.

Area One - Policy & Strategy

The LEP are currently working on the following policies and strategies:-

- Local Industrial Strategy inc Brexit Monitoring activity and commissioning
- Manufacturing sector plan
- Utilities strategy
- Hotel study action plan

Major Route Network Consultation

The Transport Secretary Chris Grayling issued a consultation on establishing a major route network on 23 December – At present, Highways England is responsible for the Strategic Route Network – in effect the Motorway network plus a very small number of 'A' roads (including parts of the A46, M180 in our area). All other roads are left to local authorities to manage and maintain. The proposal now is that a small number of other key 'A' roads (probably amounting to around 4% of total road mileage) should be designated as being part of the Major Route Network and become eligible for capital funding from the Government drawn from a pot created by ring-fencing vehicle excise duty so that it can only be spent on investment in roads.

Whilst this is very welcome, seen from a LEP perspective its major weakness is that this type of funding was previously routed through the Local Growth Fund to LEPs. The consultation very clearly states that Ministers will decide which projects to pursue on the basis of advice from the sub-national transport bodies – Midlands Connect and Transport for the North in our case.

Partners have until mid-March to respond to the consultation and will we circulate a draft in early March, with final sign off by the Chair.

Strategic Road Network Consultation – this is covered on the agenda.

Midlands Engine

The Midlands Engine Investment Fund (MEIF), supported by the European Regional Development Fund, is officially open for business, with the first loans being awarded to growing businesses across the Midlands. The MEIF is delivered by the British Business Bank and the Fund is investing £120 million of debt finance and small business loans to eligible firms. This initial tranche of funding is part of a wider £250 million of resource targeted towards the region's start-ups, scale-ups and SME community. The Lincolnshire launch of the fund took place at the Lincolnshire Business Expo and was launched by the LEP Chair.

The MEIF will invest in debt finance and small business loans, ranging from £25,000 to £1.5m, through appointed Fund Managers – Enterprise Loans East Midlands, BCRS Business Loans and Maven Capital Partners. For more information on the funding available, please visit www.meif.co.uk. The Midlands Engine Investment Fund project is supported financially by the European Union using funding from the European Regional Development Fund (ERDF) as part of the European Structural and Investment Funds Growth Programme 2014-2020 and the European Investment Bank.

DEFRA 25 year plan / Secretary of State - Michael Gove MP

Michael Gove MP set out some key pointers in his speech to on 4th January 2018 to the Oxford Farming Conference to what we might see from DEFRA moving ahead. It suggests that there will be a big administrative change to DEFRA's operations and a toning down of some of the environmental requirements to farmers. It also emphasises export, skills, and automation/ innovation and emphasises the local provenance of food. The DEFRA 25 year plan was published on 11th January 2018.

<https://www.gov.uk/government/publications/25-year-environment-plan>

The summary of targets are:-

- Clean air
- Clean and plentiful water
- Thriving plants and wildlife
- Reducing the risks of harm from environmental hazards
- Using resources from nature more sustainably and efficiently
- Enhancing beauty, heritage and engagement with the natural environment
- Mitigating and adapting to climate change
- Minimising waste
- Managing exposure to chemicals
- Enhancing biosecurity

Housing

Further government proposals to implement the housing white paper were underway when, in the wake of the Grenfell Tower disaster Government announced that there will be a Social Housing Green Paper. The subsequent Ministerial reshuffle in January saw Housing Minister, Alok Sharma replaced by Dominic Raab and DCLG renamed the Ministry of Housing, Communities and Local Government. This rebranding has been generally viewed as an indication of the priority currently given to housing. However, the appointment of the fourth Housing Minister in three years does not help build momentum and we are engaging via the LEP Housing Network to ensure that the role of LEPs in housing is reflected in emerging thinking. In January 2018 the HCA (Homes and Communities Agency) has formally relaunched as the new national housing agency, Homes England. The new agency is expected to have a more commercial approach than its predecessor. Priorities are expected to include: delivering existing programmes up to 2021; accelerating delivery (potentially widening current programmes or promoting different delivery vehicles); and a longer-term focus.

Economic data

The Office for National Statistics published their latest estimates of sub-regional GVA on 20 December. The data covers the period to the end of December 2016, and uses an entirely new methodology.

The provisional 2016 Regional Gross Value Added (GVA) figures were released at the end of 2017. The dataset shows total economic output, economic output per head of population and breakdown into broad industry groups. A full analysis of this release is currently in progress and will form part of the forthcoming

Annual State of the Economy report.

However, below are the main points:

- The total economic output in Greater Lincolnshire was £21.31bn, an increase of 1.4 per cent (£355m) on the previous year.
- The national economy grew by 3.7 per cent in the same period
- GVA per head of population was £19,850. This is 75 per cent of the national average

Flexible Learning Fund

This fund offers the chance to apply for grant funding to support projects which aim to design and develop flexible and accessible methods of delivering technical or basic skills to adults. The DfE is funding the Education and Training Foundation (ETF) to host a series of 9 free regional workshops to promote the Fund to potential bidders.

The Fund specification and full bidding guidance can be found at

<https://www.gov.uk/government/publications/further-education-flexible-learning-fund>.

Recommendation 1: For any local bidders, we will be required to produce letters of support to schemes we endorse, the LEP Board is therefore asked to delegate any letters to support to the Chair of the Employment and Skills Board.

Declarations of Interest

To comply with recommendations under the Mary Ney Review, we will shortly be recirculating a new version of the Register of Interests for Board members to complete. The review also specified that Board Director's spouses/ partners' interest should also be included (but you are not required to identify/name them.) The new version is required to be published on our website by 28th February deadline so please complete this as soon as circulated. We apologise for the inconvenience following the annual renewal of this having only just been completed but are required to comply with the recommendations.

Recommendation 2 – LEP Directors are asked to return the revised declaration of interest forms to the LEP team asap.

Area Two - Business 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 Business Lincolnshire Growth Hub	Green

Area 1 Finance Q 3 - The LEP's core income and expenditure for the 9 months to December 17 are shown below:

- Total income received in period was £500,000
- The revised budget is £471,425
- Spend to date is £296,360
- Remaining spend is £175,065 (against revised Budget)

The figures highlighted are on a defrayed basis and according to the accounts there is a further £9,313 in process under the standard 28 day payment terms. Taking this into consideration spend is currently at 64% of our revised budget. We are estimating that £28,575 could potentially be placed on reserve at year end. Of the revised budget £429,232 is committed through contracts. There is less commitment than previously reported due to the following notable changes. This information forms part of the detailed Quarter 3 Finance Paper taken to the Finance & Audit Committee on 25th January.

Detailed progress against the Business Plan is included as Additional Paper 8.

1 LEP Activity, Business Engagement and Media

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

Area 1 Finance Q 3 - The LEP's core income and expenditure for the 9 months to December 17 are shown below:

- Total income received in period was £500,000
- The revised budget is £471,425
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Detailed progress against the Business Plan is included as Additional Paper 8.

Following a procurement process, the Comms and PR contract has been awarded to Shooting Star PR Ltd. This new contract includes significant increased social media activity and a stakeholder audit to review and inform the evolving comprehensive Strategy and Plan for the next 3 years.

Inward Investment

Continued dialogue took place with the fdi companies during this period. Three visits are scheduled to take place in January. A total of 45 visits have taken place between April and December 2017. Two DIT FDI inward investment enquiries were received during December. Proposals and support have been submitted for one and the other is being supported by DIT and partners. Rockstar Games - Rockstar have expanded into the 4th floor of Lindum Business Park. Their initial growth claimed 256 FTE but this further expansion has created an additional 121 FTE. This brings the total workforce to 377 FTE.

2 Growth Deal Performance – Amber

Annual Conversation: A note of draft actions arising from the discussions are still to be confirmed by Government once moderation of all LEP Annual conversations has been completed over the next couple of months; however we believe it to have been a very positive discussion. It was also an opportunity for the LEP to highlight any concerns, proposals and ideas to government particularly in relation to the Industrial Strategy and sector deals. The notes from the annual conversation are attached at 2.1

Mary Ney Review Recommendations

Best practice guidance has been provided to all LEPS in relation to the Mary Ney Review and a separate paper covering the detail/implications is being presented to Board today.

Growth Deal Progress

Two projects are currently deemed as a high risk in terms of milestones to the programme and details on

these schemes will be provided to the Investment Board today for review.

A due diligence appraisal report will be presented to Investment Board on the agreed revised delivery approach for the Skegness Gateway Development, and the Scunthorpe Town Centre scheme and New College Stamford Digital Skills project will be appraised in late January/early February.

The Holbeach Peppermint Junction project was completed in early December and the official launch for the South Lincolnshire Food Enterprise Zone site will be held on the 9th February. A full report on progress with all three Food Enterprise Zone Schemes is being tabled as a separate paper today.

Four schemes have now secured provisional allocations under the Skills Capital Investment Fund and we envisage that this £7.34m programme will progress to delivery stage this spring/summer. Projects include two new digital skills centres in Stamford and Lincoln; an Engineering, Manufacturing and Technology Centre in Boston; and a Higher Level Technical, Business Skills and Innovation Hub in Scunthorpe.

The growth deal allocation (£15.7m) for 17/18 has been received from Government. The Quarter 2 report on the programme indicates that recent project profiles reported to board remain unchanged as an estimated spend of £9.5million. An identified gap of £6.1 million will be spent through freedom and flexibilities via a contracted programme approach to the Skills Capital Investment Fund. There has been some minor slippage in Spend against profiled costs for SLGF in Quarter 3 claims, however projects are still confident in meeting the overall spend targets as agreed in the re-profile exercise.

Judicial Review

Scunthorpe United Football Club has formally filed a Judicial Review with the Administrative Court in relation to funding for the Northern Junction Roundabout in Scunthorpe. The grounds for the review are to be formally confirmed by 26th January and discussed at the Board.

3 Growing Places Fund – Green

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

Bomber Command

There has been increased press interest in the project with the proposed opening in April. Works have continued to progress. It was noted recently that many volunteers have offered to record the stories of surviving veterans and collect details from the families of those who once served in Bomber Command.

The Lawn

The project is now complete. Payment of agreed £600k loan has now been made.

The applicants have been asked to submit evidence of match funding and a full progress report by the end of January.

Boston Quadrant

The full loan amount (£3.5m) has now been claimed and approved. The scheme is well underway. The scheme was visited by staff for monitoring purposes during June 2017.

4 Feasibility Funding - Green

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

The total feasibility pot is £375,982. 3 contracts to the value of £105,000 remain outstanding:-

- Advance Food Factory Scheme, Europarc, Grimsby
- Cleethorpes Station Quarter
- A15 (Riseholme Roundabout (A15/A46 Junction) and Junction 4 (A15/M180 Junction))

We have received 4 claims to date from contracted projects.

- Science Park – Paid £26,656.
- Holbeach FEZ – 34 K This has not progressed as we are still in discussion around the evidence provided.
- Grantham Enterprise Village – £19,985 - Paid

- Online Course for Self-Employment – Claim received and in process of checking.

5 Skills – activity ongoing, action plan pending approval on 6th February

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

The draft skills plan is scheduled to obtain ESB agreement and final amendments on 6th Feb meeting.

6 ESIF – Green

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

European Regional Development Fund

There are currently three calls that are open for outline applications to come forward under ERDF:

- | | |
|-----------------|---|
| Priority Axis 1 | Promoting Research and Innovation |
| Priority Axis 3 | Enhancing the Competitiveness of Small and Medium Sized Enterprises |
| Priority Axis 5 | Promoting climate change adaptation, risk prevention and management |

The calls close on 26th January 2018. Further call announcements are anticipated in March/April 2018.

European Agricultural Fund for Rural Development and LEADER

In Greater Lincolnshire we currently have 3 calls that are open for expressions of interest under the Rural Development Programme for England (RDPE) Growth Programme under:
Food Processing, Business Development and Tourism Infrastructure

The deadline for expressions of interest is midnight 31st May 2018. Our LEADER programmes across Greater Lincolnshire continue to be open for expressions of interest and focus on farm productivity, rural business, rural tourism, rural services, culture & heritage, forestry productivity (*forestry productivity is not included in the Wash Fens LEADER area)

A series of workshop events are being held across the county to promote the LEADER, EAFRD and also Growth Hub activity. The calls have been promoted widely and further information can be found at <https://www.greaterlincolnshirelep.co.uk/funding-and-projects/eu-funding/>.

7 Greater Lincolnshire Growth Hub – Green

LEP Board Lead Prof Mary Stuart LEP Executive Lead Samantha Harrison

The Growth Hub's ERDF funded business support offer, Growth Lincolnshire, has engaged with 1254 businesses since it went live in August 2016, mainly through one to one business support. A varied workshop and events programme has supported 6000 attendees. Further events are scheduled throughout 2018, across a wide range of topics such as Industry 4.0, GDPR Regulation, Cyber Security, etc. Recruitment is underway for a Scale Up Adviser who will be focussed on providing intensive one to one support for those businesses identified as meeting the future scale up definition, i.e., 5-10 employee businesses with 50% 3 year growth.

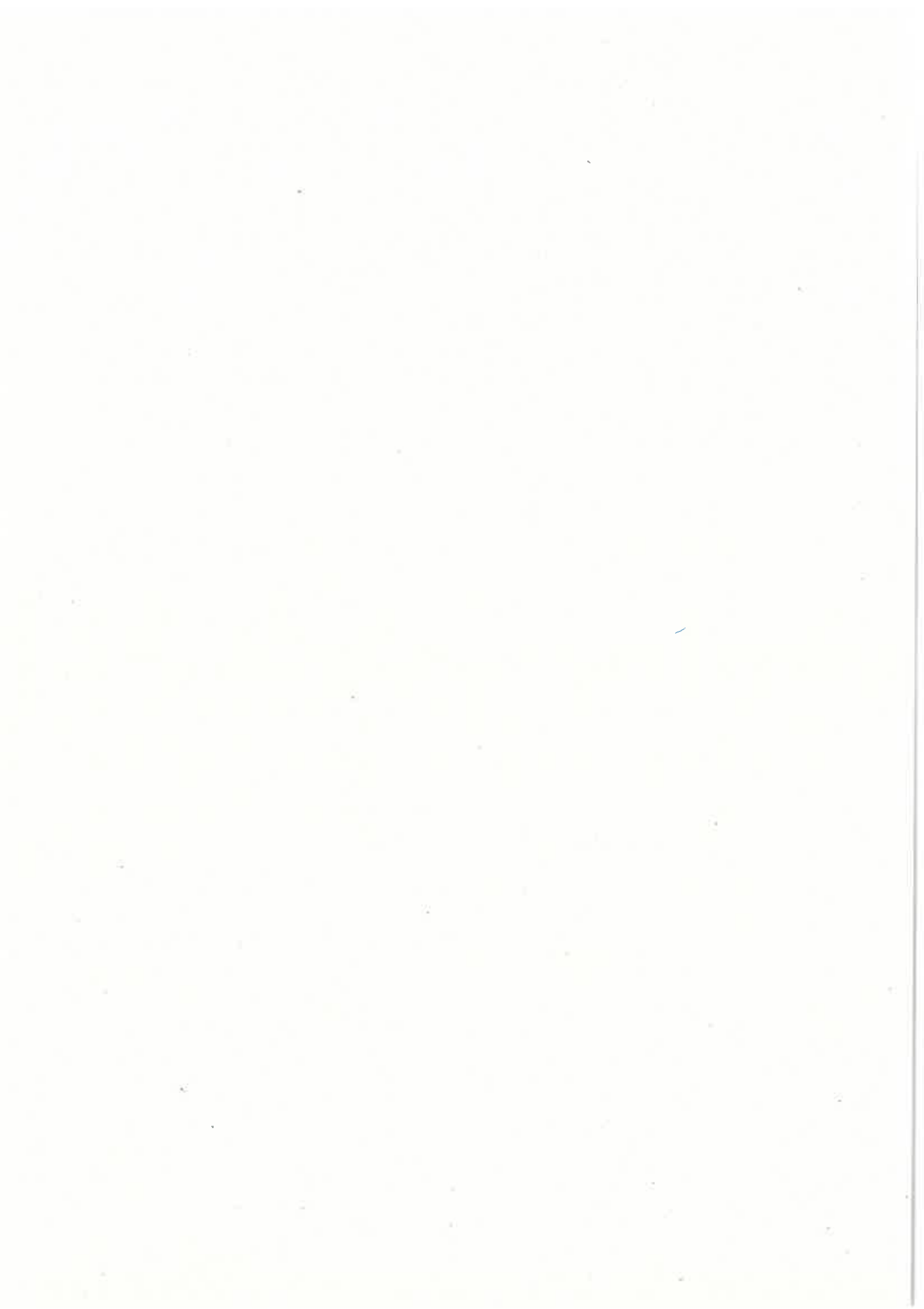
Social Change UK Ltd are delivering the Growth Hub PR & marketing contract which is helping the Growth Hub to achieve continued engagement through all our channels, particularly through our online and e newsletter channels. A new newsletter aimed at the Digital Sector was launched in December 2017 and we are looking at other ways to help to support this sector. We continue to develop case studies and a number of video case studies are now live. Work to refresh the Business Lincolnshire website with the new branding and content is ongoing and a May go live date is planned.

Further funding is being sought via a single 3 year ESIF extension bid. This bid will extend the current Business Growth and Digital Growth provision through to 2022 and also aims to extend the variety of services being offered. The deadline for the outline bid is 26th January 2018.

We are anticipating to bid for further BEIS core funding for the Growth Hub during 2018, but the timetable and level of potential funding has not been confirmed as yet.

(Note these figures below represent the start of the business engagement programme (April 2015) and not the start of the Growth Hub funding which went live in Aug 2016)

Figures from 1st April 2015 to 31st December 2017	Number
Growth Hub Adviser Engagements	2127
Business Diagnostics	1190
Client satisfaction with Growth Hub Service	93%
Intermediary interactions	332
Businesslincolnshire.com unique users	106856
National Helpline call centre referrals	227
Start up enquiries to Growth Hub	132
Business Workshops event attendees	920
Sponsored event attendees	4250
Twitter followers	4662
New Jobs created (potential)	105 (487)



ANNUAL CONVERSATION 5th DECEMBER 2017

Greater Lincolnshire LEP

Attendees

<i>Name</i>	<i>Job Title</i>	<i>Organisation</i>
Ursula Lidbetter MBE	LEP Chair	Greater Lincolnshire LEP
Ruth Carver	LEP Director	Greater Lincs LEP
Halina Davies	LEP Programme Manager	Greater Lincs LEP
Linsay Hill-Pritchard	LEP Accountable Body Representative	Lincolnshire County Council
David Forbes	LEP Accountable Body S151 Officer Representative	Lincolnshire County Council
Kirsty Pearce	Unit Area Director	C&LG
Pete Holmes	Unit Area Lead	C&LG
Sam Downes	Unit Deputy Area Lead	C&LG
Louise Clare	Area Lead Midlands & SW	DfT

Apologies

Pete Moore	LEP Accountable Body S151 Officer	Lincolnshire County Council
Justin Brown	LEP Accountable Body Representative	Lincolnshire County Council
Rowena Limb	Unit Area Director	C&LG

Summary of Action Points

Update on actions from Annual Conversation 2016
<p>Grantham Southern Relief Road</p> <p>DfT to follow up with Network Rail (NR) and Highways England (HE):</p> <ul style="list-style-type: none"> i) with NR – to seek an appropriate senior planning contact to enable discussions with the LEP, LCC and DfT about agreeing the land value and understanding the potential for objections to the scheme and ii) with HE – to follow up with an appropriate contact to check that the orders are being expedited in a timely manner which does not affect performance.
Governance & New Review Recommendations
<p>Any actions arising</p> <p>LEP to give consideration to the conflict of interest policy being published as a</p>

separate document and being given greater prominence on the LEP website.

LEP to ensure that the register of interests is updated and published on a regular basis (rather than annually) to take account of changes in board membership as well as any changes to interests.

LEP to submit revised LAF for board endorsement by 28th February 2018, to take account of relevant Ney recommendations and any published government guidance.

LEP to respond to Ney recommendations on scrutiny and the role of the Section 151 Officer once formal guidance is provided by Government.

LEP to actively consider the need to address gender and age diversity on its board during the recruitment of new members.

LEP to maintain and seek continuous improvements to its website to ensure that key information including governance documents and dates of forthcoming meetings remains accessible and up to date.

LEP to submit evidence and perspectives on overlaps and wider geography issues to the C&LG policy team (Naomi Green) and LEP representative on the National Experts Panel (Christine Gaskell) to inform the LEP Review.

Strategy

C&LG to note the LEP's ambitions to be an early adopter for the Local Industrial Strategy and to support the LEP, building on its links with DfE, in developing similar relationships and engagement with other government departments on their emerging LIS priorities (including utilities) and identifying opportunities to act as a pilot or early adopter.

LEP to use the LEP Network to assess other LEP activity and issues with Utilities

LEP to refresh its evidence base to build in its work on utilities, Brexit, skills, clusters and inclusive growth, as a basis for its refreshed SEP and Local Industrial Strategy.

LEP to create a formal MP engagement plan including the offer of constituency roundtables.

Delivery

C&LG to consider the LEP's and accountable body's asks about providing urgent clarity to the Government's approach to delaying or withholding funding for non-compliance and flexibility to smoothing funding allocations to LEPs.

LEP to formally review and publish its prioritised pipeline list.

LEP and Accountable Body to maintain a proactive approach to risk management with detailed 6 monthly reports for key risk projects.

Summary

1. This paper follows on from the GLLEP Strategy session in December briefing the board on the Modern Industrial Strategy and focusing on the development of a Local Industrial Strategy (LIS) for Greater Lincolnshire. The strategy session provided valuable input that this paper draws upon to identify some potential priorities for the next stages of development.

Discussion

2. The Board is asked:
 - a) to consider the proposed criteria for identifying LIS priorities (paragraph 8).
 - b) for views on the emerging priorities that have been identified following discussion at the Strategy Day in December.


Policy update

3. The information that was provided in the Industrial Strategy White Paper is still the most up to date guidance we have on Government's expectations of LIS's. This stated that: "we will work in partnership with places to develop Local Industrial Strategies, which will be developed locally and agreed with the government. These strategies will help identify priorities to improve skills, increase innovation and enhance infrastructure and business growth. This will guide the use of local funding streams and any spending from national schemes."
4. The White Paper sketches out a phased approach with the first set to be agreed by March 2019. We understand that there will shortly be an announcement about the first three areas to be pilots. Various approaches are developing across other LEPs although a common theme appears to be a heavy emphasis on refreshing the evidence base. This is being encouraged by officials.
5. As Board members will be aware, the LEP Review continues alongside work to develop LIS's. The Expert Panel has had its first meeting and the review is expected to conclude in around March. We should anticipate that the outcomes will have a bearing on the LIS process and we will need to be adaptable to this.

The Greater Lincolnshire process and next steps

6. The table below sets out our planned process. We remain in the evidence gathering phase with ongoing stakeholder engagement planned to continue throughout development. This will include a series of MP led roundtables in each constituency to talk to businesses and a scenario based session with the Innovation Council in March. Councillor Craig Leyland is supporting us to help coordinate input from local authorities.
7. The aim is to identify a few (around 5) key missions/ objectives that potentially cut across sectors and issues that will complement the ongoing work being undertaken to deliver the Strategic Economic Plan (SEP).

LIS development timeline:

Phase	Timing	Stakeholder engagement (national government, local authorities, GLLEP Board and sub committees, broader local stakeholders, other relevant LEPs)	
Phase 1: Research	Now - May		seeking input and testing assumptions identifying key areas of focus
Phase 2: Development / drafting	June – September		testing and developing solutions in key areas
Phase 3: Testing and adjusting near final draft	October - November		agree final draft
Phase 4: Agreement with National Government	March 2019: First wave of Strategies to be agreed - we don't expect to be in this		(not much is known at this stage about how this will work)

Developing criteria for identifying priorities

8. A key concern remains how the LIS should fit with the SEP. Indeed, Government are still working through the detail of how the two will fit together in order that the LIS process can add genuine value. The SEP remains a central steering document for the work of the LEP with a significant programme of work being delivered. The LIS should not seek to duplicate this work, but should build upon it.
9. To support that, we propose that the following criteria could be used to help identify LIS priorities – clearly this will need to be adapted as the Government's policy develops. These points are based on steers provided in the White Paper. LIS priorities should:
 - be long-term (move beyond planned interventions already in train as part of the SEP)
 - be based on clear evidence.
 - align with the national Industrial Strategy.
 - identify local strengths and challenges, future opportunities and the action needed to boost productivity, earning power and competitiveness.
 - establish new ways of working between national and local leaders in both the public and private sectors. Universities, colleges and other local institutions will be key.

Drawing on input from the Strategy Day to identify emerging priorities

10. There are a number of emerging themes from the Strategy Day and early discussions with stakeholders at both national and local level that we would like to test with the Board at this stage. These are very much a starting point with the intention that they will adapt as the evidence gathering process progresses and through ongoing Board input and stakeholder engagement. As we work towards our aim of identifying around 5 key missions/objectives, we will need to carefully consider how to narrow our focus and potentially merge some of the points

identified below.

Places

11. This foundation focuses on reducing UK economic disparity and supporting all places to realise their potential. The role of Local Enterprise Partnerships, drawing together Local Authorities, Business and other local leaders, is a significant focus. The development of Local Industrial Strategies is the central policy within this section. We have not drawn out priorities for place at this stage as it can be seen more as a cross-cutting theme that will feed into the four other areas. We may want to identify other cross-cutting themes such as inclusive growth as the LIS develops.

Ideas (innovation)

White Paper

12. Ideas focus on increasing investment in R&D, boosting the 'D' research translation and improving linkages into local economies, strengths & clusters. Specific announcements include:

- Increased overall investment in research and development to 2.4 of GDP by 2027 - this is an extra £7bn over five years, the biggest ever increase in funding of R&D.
- Increased the rate of R&D tax credit to 12 per cent and plans to improve the UK tax system to support innovation.
- £725m in new Industrial Strategy Challenge Fund programmes to capture the value of innovation. The next Industrial Strategy Challenge Fund programmes include the Ageing Society Grand Challenge identified in the White Paper. This aims to support care providers to adapt business models to changing demands, develop new models of care, and support new products and services for the growing global population of older people.
- £300m over next three years in world-class talent. Investment will focus on collaboration and flow of people between industry and academia and interdisciplinary approaches. Support will range from Knowledge Transfer Partnerships and PhD programmes with strong and flexible links to industry to prestigious awards.
- Increasing the Higher Education Innovation Fund – an increase of £40m a year has already been announced, this will now reach £250m a year by 2020-21.
- A new competitive £115m Strength in Places fund to support areas to build on their science and innovation strengths and develop stronger local networks. The fund will identify and support areas of emerging R&D strength that are driving business clusters. A competitive process for collaborative bids is expected to be launched in the Spring by UK Research and Innovation (UKRI).
- Increased funding for the British Business Bank to create a new investment fund that will help high-growth businesses to access venture capital.

Challenges and opportunities

13. Our universities are a significant asset that can be used to drive increased innovation levels across Greater Lincolnshire. For example, the University of Lincoln already aligns its research strengths closely with priority sectors such as agri-food and manufacturing. The new National Centre for Rural Health and Care is being developed to respond to the increasing recognition of the challenges facing those both providing and receiving health and care in rural settings and identify new opportunities for growth in this space. This development links well to the Ageing Society Grand Challenge.

14. There are relatively low levels of innovation within Greater Lincolnshire businesses. The

Enterprise Research Centre's Local Innovation Study in 2017 placed businesses in Lincolnshire in the lowest quartile for product innovation, undertaking R&D and new business practices. Yet there is a core of businesses that are engaging in innovation and increasing productivity can be identified. There may be more we can do to work with and support these businesses and use networks to spread such practices more widely.

Emerging themes

15. Potential priorities include:

- Run a Greater Lincolnshire Science and Innovation Audit that would seek to identify emerging clusters, research and innovation strengths.
- Develop the proposition for a digital demonstrator for food manufacturing as outlined in Jurgen Maier's Made Smarter Review. The Review focussed on industrial digitalisation in the manufacturing sector.
- Develop a network for innovative businesses across Greater Lincolnshire building on the opportunities afforded by developments in digital infrastructure. These businesses are the ones which are most likely to export.
- Develop a National Centre for Rural Health and Care. Working with East Midlands AHSN and the two Universities in Lincoln, the Centre will support the development of a cluster of businesses with expertise in the development of technological and service innovation around rural health and care.

People (skills)

White Paper

16. People focusses on improving the quality of technical education, the shortage of STEM skills, entrenched regional disparities in education and skill levels and ensuring that people (throughout their working lives) are not left behind by technological change. Specific announcements include:

- Establish a technical education system that rivals the best in the world to stand alongside our world-class higher education system (T levels, new investment to support development of FEC staff skills, Institutes of Technology).
- Invest an additional £406m in maths, digital and technical education, helping to address the shortage of science, technology, engineering and maths (STEM) skills.
- Create a new National Retraining Scheme that supports people to re-skill, beginning with a £64m investment for digital and construction training.
- Supporting schools in challenging areas, eg, new national funding formula refocusing funding, £30m in tailored support to secure more great teachers and £42m to pilot a new Teacher Development Premium.
- Skills Advisory Panels to be rolled out and integrated into Mayoral Combined Authorities and Local Enterprise Partnerships to inform the analysis that feeds into Local Industrial Strategies.
- Comprehensive Careers Strategy will be published that will set out plans to improve the quality and coverage of careers advice for people of all ages.

Challenges and opportunities

17. Greater Lincolnshire faces greater than average levels of challenge relating to:

- our ageing workforce
 - i. The working age population in Lincolnshire is projected to grow only slightly

(around 1 per cent) by 2038 whilst the over 75 population projected to almost double.¹

- the proportion of people with no qualifications
 - i. 27 per cent of the over 16 population have no qualifications compared to 23 per cent nationally.²
- A skills shortage in 'technical' qualifications
 - i. Under a quarter of 16-24 year olds are qualified to NVQ Level 3, 3 percentage points lower than England average.³
 - ii. 42 per cent of skills shortage vacancies reported by Lincolnshire businesses are 'technical'.⁴
- the proportion of people not seeking work, particularly in the 18-24 range
 - i. 27 per cent of economically inactive people in Lincolnshire are not seeking work, 4 percentage points more than the England average.⁵

18. There is a significant challenge to fill the existing skills gap across all levels as well as to anticipate and prepare for anticipated changes across our key sectors due to technological change, innovation and global competition.

19. In our skills work to date, we have been successful in winning national opportunities to pilot new approaches to some of these challenges including the Skills Advisory Panel, the Career Learning Pilots and the Specialist Skills Advisors programme. The LIS should seek to build on initiatives such as these and continue to identify opportunities to identify locally led solutions.

Emerging themes

20. Potential priorities include:

- A targeted programme to develop digital skills across all levels with a particular focus on groups at risk of being left behind by the process of industrial digitalisation (the 4th Industrial Revolution).
- Building on the opportunity of our involvement in the Skills Advisory Panel and Career Learning Pilots as well as the outcomes from the Specialist Skills Advisors programme, we could develop an approach that builds the partnership between providers, businesses and the LEP to improve our capacity to plan for and deliver against future skills needs.
- Develop an approach to support unemployed 18-24 year olds back into the workforce in a way that meets the needs of Greater Lincolnshire businesses.
- Support greater innovation across Greater Lincolnshire businesses in order to increase productivity and the supply of good quality jobs.

Infrastructure

White Paper

21. Infrastructure focuses on making investments more geographically balanced and becoming more forward looking in terms of significant global economic trends. Specific announcements include:

¹ 2014 based population projections, Office for National Statistics (2016)

² Census 2011 analysis of NVQ level skills (2011)

³ Analysis of UKCES Working Futures data and Burning Glass Labour Insight (2017)

⁴ Greater Lincolnshire LEP Business Survey, BMG (2014)

⁵ ONS Annual Population Survey, 12 months to June 2017 (2017)

- Increase the National Productivity Investment Fund to £31bn, supporting investments in transport, housing and digital infrastructure.
- In the future, there is an intention to complement cost-benefit analysis with the use of broad-based assessment techniques that reflect the full potential for infrastructure to support local economies – not just those where development is already happening.
- In transport a Rebalancing Toolkit will provide a framework to support high value transport investments in less productive parts of the UK.
- Support electric vehicles through £400m charging infrastructure investment and an extra £100m to extend the plug-in car grant.
- Housing Infrastructure Fund increases to £5bn and interventions to improve the productivity of the construction sector.
- The National Infrastructure Commission will undertake a study on the future of freight infrastructure – to be published in Spring 2019.
- Over £1bn of public investment in digital infrastructure, including £176m for 5G and £200m for local areas to encourage roll out of full-fibre networks.
- Investing £2.6bn to better protect the nation from flooding.

Challenges and opportunities

22. Greater Lincolnshire already makes a significant contribution to meeting the nation's food supply. We are the nation's biggest arable and horticulture producer. We produce 25% of the country's vegetables, have 25% of the nation's Grade 1 agricultural land, and process 70% of the UK's seafood.

There is potential for us to make a similarly significant contribution to national water and energy requirements, without sacrificing the character and appeal of this place. But there are infrastructure challenges which we need to overcome in order to achieve this.

23. We know what our infrastructure priorities are, and what will be required in order to deliver them. They include digital infrastructure, water supply and storage, flood management, utilities and energy supply, transport improvements (road, rail and public transport) which are required to open up housing development, ensure people can access jobs and training, and support the needs of our businesses. They have been set out in our Strategic Infrastructure Development Plan, our study "Future Proofing Utilities in Greater Lincolnshire", our response to the Industrial Strategy Green Paper and our Water Resources Management Plan.

Emerging themes

24. Potential priorities include:

- Develop an energy plan which will pull together the opportunities and challenges relating to utilities, clean growth and low carbon within a comprehensive energy chapter for the LIS. This needs to show how we can maximise opportunities for local energy generation (wind, water, waste, biomass) whilst retaining enough supply to meet our own growth needs.
- Maximise the opportunities which increased housing supply can deliver for growth and productivity e.g. de-risking private investment using sales guarantees or up-front investment; provide growth funds to gap fund investment in low value areas.
- Maximise access to the natural environment, with associated benefits to the visitor economy and public health, including developing the concept of the Heritage Coast idea linking high value destinations.
- Prepare a strategy for transport which will open up housing development, ensure people can access jobs and training, and support the needs of our businesses.
- Incorporate learning from the Water Resources Management Plan. This potential priority

will evolve and be informed by the action plan being developed by the LEP's Water Management Board.

- Develop an approach to future digital infrastructure and connectivity, balancing the needs of domestic superfast broadband and digital infrastructure for business.

Business Environment

White Paper

25. Business Environment focuses on spreading best practice of the most productive businesses, access to finance, increasing exports, management and leadership skills and making better connections between high-performing businesses and their supply chains, building skills and ensuring that everyone has the opportunity of good work and high-paying jobs. Specific announcements include:

- The launch and roll-out of Sector Deals partnerships between government and industry aiming to increase sector productivity. The first Sector Deals are in life sciences, construction, artificial intelligence and the automotive sector. Deals are being developed in Industrial Digitalisation and Food & Drink.
- Drive over £20bn of investment in innovative and high potential businesses, including through establishing a new £2.5bn Investment Fund, incubated in the British Business Bank.
- Local Growth Hub programme will be built upon by enabling the Hubs to bring together public and private sector partners such as UK Research and Innovation, the British Business Bank, Tech Nation, investors and universities. They will continue work of peer-to-peer networks, and connecting businesses to support as well as considering how to support high potential businesses to scale up.
- Launch a review of the actions that could be most effective in improving the productivity and growth of small and medium-sized businesses, including how to address what has been called the 'long tail' of lower productivity firms.
- Launch a new Supply Chain Competitiveness programme that will target areas where key businesses need to improve to support training and enhanced business processes in manufacturing.
- A new Food and Drink Sector Council is being established to lead work to secure the UK's position as a global leader in sustainable, affordable, safe and high quality food and drink. The Council will support the development of a Food & Drink Sector Deal.

Challenges and opportunities

26. Greater Lincolnshire is under-represented in terms of businesses that have high growth intentions, or wish to enter new markets. Around 13 per cent of businesses in Lincolnshire currently export⁶ – significantly below the UK average. The incidence of high growth firms⁷ is also below the UK average. However, Greater Lincolnshire does have a slightly above average incidence of quickly growing small start-ups.

27. There are around 36,400 registered businesses in Greater Lincolnshire⁸, the majority of which are SMEs. However, there is an estimated 50,000 small businesses and self-employed which are not registered for VAT/PAYE and therefore not picked up in the business register. Accessing information for these businesses, the challenges they particularly face and how to capitalise on their opportunities is a challenge.

⁶ Greater Lincolnshire LEP Business Survey, BMG (2014)

⁷ High-Growth is defined by the OECD as annualised average growth in employment of 20% or more over a three year period (2012-15) and restricted to a business having at least 10 employees in 2012.

⁸ Interdepartmental Business Register Business Counts, ONS (2017)

28. Greater Lincolnshire has some particular strengths in Agri-food and Manufacturing, with nationally important industries producing food and power for the nation. However, there is still significant headroom within these industry sectors to raise productivity locally to support these sectors and to ensure opportunities are capitalised on.
29. National and regional policies have tended to focus on high productivity industries and clusters. The Visitor Economy sector in particular is seen as a relatively low per-worker-productivity sector⁹. However, given the size and value of the sector (almost £2bn) to the economy in Greater Lincolnshire, it is important that the sector's productivity drivers are considered.

Emerging themes

30. Potential priorities include:

- Play leading role to develop Food and Drink Sector Deal – through engagement with the Food and Drink Sector Council.
- An initiative to improve productivity in the visitor economy.
- Undertake new analysis to identify clusters, supply chains and emerging sectors across Greater Lincolnshire. Identify particular characteristics of clusters in dispersed economies (rural, coastal, small cities) and the implications for business support.
- Specific support on capacity building and leadership.
- Develop engagement with businesses that naturally align with the inclusive growth agenda, eg. health/social care sector, social enterprises.
- Develop business to business support and networks.
- New research to identify the challenges and motivations of small/micro businesses/the self-employed.

⁹ The Economic Case for the Visitor Economy, Deloitte (2008)

Authors: Richard Wills, Head of the Accountable Body LCC and LEP Board Director, and Ruth Carver, LEP Director.

Recommendations

The Board is asked to discuss the proposal for an Independent Scrutiny Committee to meet the requirement of DCLG's National Assurance Framework, and for best practice in operating a LEP. This paper is a discussion document, and the intention is for the Board to debate options for enhancing scrutiny arrangements. The executive will need to undertake further work with local partners and neighbouring LEPs, and bring back subsequent proposals.

Background

This report highlights the contribution that scrutiny can make to the Greater Lincolnshire LEP in its economic leadership role. It makes a recommendation and that is intended to support the Greater Lincolnshire LEP in enhancing its scrutiny arrangements, and seeking improvements where necessary and consolidating good practice. Public Sector Directors are comfortable with the role of scrutiny. Scrutiny does not have decision or policy making responsibilities, its role is to advise and recommend, its principle power is that of influence. It is important to understand and demonstrate the impact of scrutiny, capturing the impact, monitoring the implications of recommendations is an important part of the process.

DCLG have recently updated the National Assurance Framework (NAF) and will continue to update as a result of the Mary Noy Review published in late October 2017, and the LEP Review expected in March 2018. LEPs must revise their Local Assurance Framework (LAF) to incorporate the changes made in this Framework. The purpose of this NAF is to ensure that LEPs have in place the necessary systems and processes to manage delegated funding from Central Government budgets. The requirements of the NAF update will be incorporated as a condition of funding in future Growth Deal grant offer letters, commencing in February 2018. It requires LEPs to submit a letter from their relevant S151 Officer to DCLG's Accounting Officer by 28th February each year, certifying that the LEP's local Assurance Framework is being implemented and meets the revised standards.

A requirement under the National Assurance Framework to ensure accountable decision making is that the LEPs **must** set out what **independent** scrutiny arrangements are in place and whether these are integrated into part of the LA's arrangements or separate from them.

The LEPs are strongly encouraged to make use of the independent scrutiny arrangements, for example, by establishing an overview and scrutiny committee to provide check and balance in the operation of the partnership.

Current Arrangements for Scrutiny

Since the LEP was established in 2011, Lincolnshire County Councils Environment and Economy Scrutiny Committee has undertaken scrutiny of the LEP. The Committee consists of 11 cross party councillors from across Lincolnshire. Notwithstanding the scrutiny arrangements, this cannot be presented as being independent from the LEP, as Lincolnshire County Council is the Accountable Body for the LEP. The role of

this committee is detailed at <https://www.lincolnshire.gov.uk/local-democracy/how-the-council-works/overview-and-scrutiny/the-scrutiny-committees/environment-and-economy-scrutiny-committee/76190.article?size=normal>. The focus of the committee is concerned with the role and function of the accountable body.

Therefore, we believe it is necessary to set up a **separate** Scrutiny Committee which is **independent** from the LEP to comply with the requirements of the National Assurance Framework. Guidance from DCLG in that the arrangements should be proportionate to the size and scale of the LEP and its Growth Deal programme.

There is no single definition of Overview and Scrutiny. It is generally viewed as an umbrella term for committee that provides check and balance in the operation of the partnership covering a wide range of possible roles, however, it should have the following functions:

- **To provide a 'critical friend' challenge to the Board and its decision making Sub-Committees**
- **To reflect the voices and concerns of its stakeholders and the public**
- **To be led and owned by the Overview & Scrutiny members**
- **To make a positive impact on the delivery of its Growth programme**

Having discussed with LEP colleagues, a number of LEPs already have independent Scrutiny Committees in place. They range from Cumbria LEP, which has a Scrutiny Committee made up of three members of a district authority who are not represented on the Board, together with three members of the private sector. This Committee meets every four months, through to Greater Manchester, who has a Joint Scrutiny Pool which has a broad remit to scrutinise GM working and decision-making across the GM strategic priorities, as well as now looking at the Combined Authority. It has a thirty strong membership drawn from its backbenchers across GM's ten districts, three per authority. Rules of political and gender balance are used when districts nominates members. This Scrutiny Pool meets monthly.

Proposal for Greater Lincolnshire Overview and Scrutiny Committee

There are two options to enhance scrutiny arrangements:

1. Form an independent Greater Lincolnshire wider scrutiny committee – 3 LEPs
2. Form an independent Lincolnshire Scrutiny committee, whereby there are reciprocal arrangements with the overlap areas.

Given the guidance from DCLG, and drawing on practices adopted elsewhere, the proposal is that a Scrutiny Committee is established for the LEP along the following lines:

- Membership – 3 representatives from the LA's which could be members drawn from some of the LA Scrutiny Committees, together with 3 representatives from the private sector which are recruited using the appointments process of the LEP;
- Chaired by an Independent Public Sector Member appointed by the LEP;
- The Scrutiny Committee reports to the LEP Board;
- Meets once a quarter;
- Is responsible for:
 - i. Reviewing decisions made by the LEP Board to identify improvements in future decision making;
 - ii. Reviewing progress of programmes under the management of the LEP to identify barriers to progress, good practice and possible improvements to the LEP's programme management function;
 - iii. Reviewing the implementation of the Strategic Economic Plan and identify opportunities for improvement;
 - iv. Review existing policies to evaluate their effectiveness.

It is proposed that the Board and its sub Committees have an influential role in that process by outlining their priorities for the year ahead to the Scrutiny Committee. The Scrutiny Committee is then responsible for selecting 'scrutiny' topics and setting its own annual work programme.

In respect of the overlaps between LEP's, it would not make good use of time to scrutinise LEPs twice or even three times, so consideration will need to be given to partners as to the geographical focus of the Scrutiny. There are a number options:

- **Joint scrutiny arrangements between two LEPS, ie the Humber and Greater Lincolnshire**
- **GCGP LEP is progressing with a mayoral combined authority with scrutiny arrangements**
- **A scrutiny arrangement at a Greater Lincolnshire level where all three LEPS are scrutinised in respect of their work within Greater Lincolnshire.**

The LEP executive is asked to seek views of the Board, and those of partner organisations.

There are two potential operating models for the Scrutiny committee

- 1) **A combined finance, audit and scrutiny committee**
- 2) **A separate finance and audit committee within the company structure, and a separate scrutiny committee.**

Conclusions

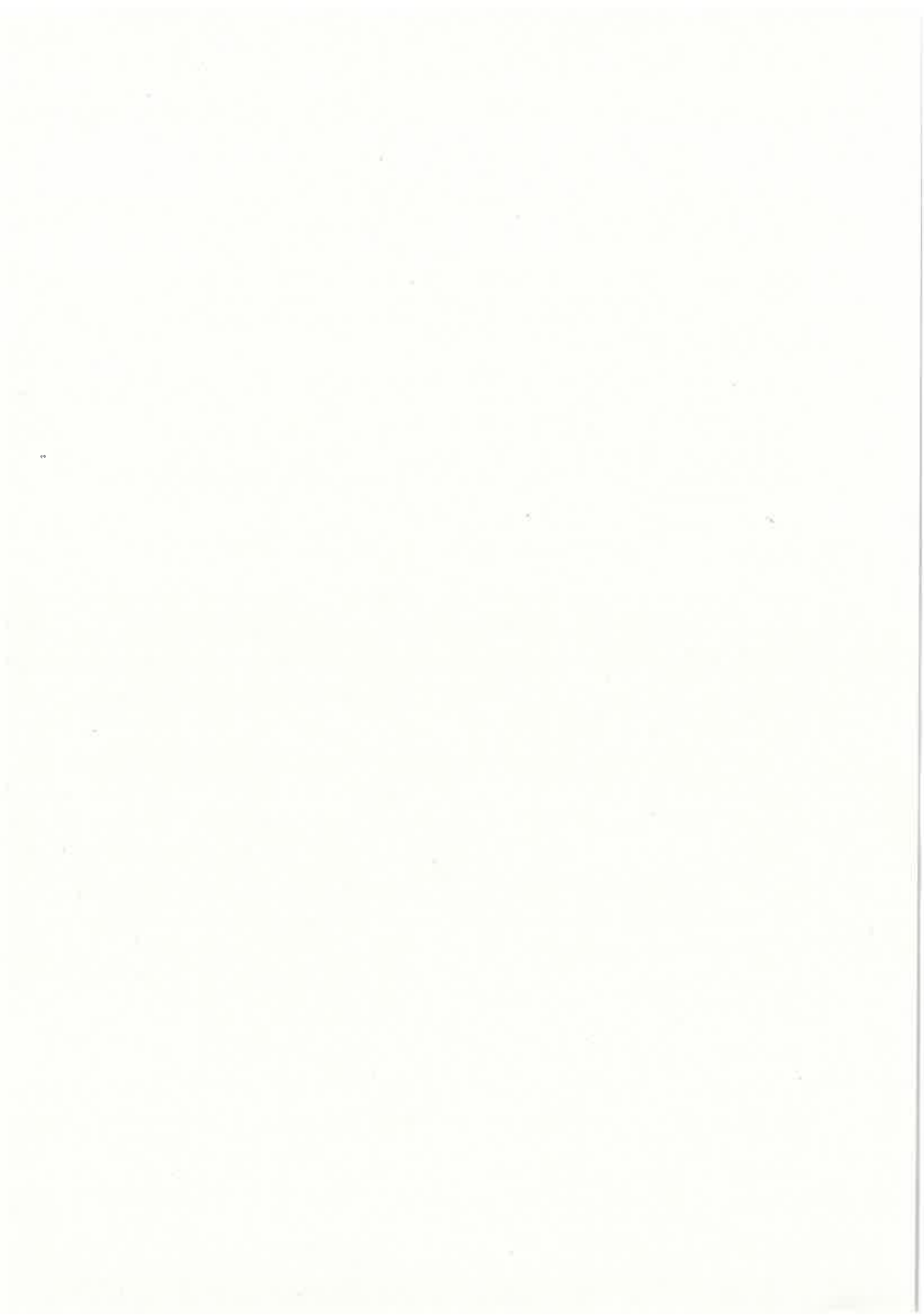
It is clear from the Assurance Framework that DCLG want to see that an independent Scrutiny Committee is in place to oversee the activities of LEPs. During last year, there was an intense focus on transparent decision making in the National Press. This Committee will help support transparency of the LEP's decision making and performance.

The scrutiny arrangements currently in place, whilst providing effective oversight and scrutiny, does not meet the requirements of 'independent' scrutiny.

The LEP Executive therefore recommends a more independent approach to Overview and Scrutiny of the LEP's operation in its deployment of Government delegated funding to meet the requirements of the National Assurance Framework.

Next Steps

Subject to the Board agreeing to the proposal set out above, a more detailed proposal on member selection, roles, geography, responsibilities and Governance arrangements for the Committee will be developed and presented to a future LEP Board meeting for sign off of the detailed proposal and establishment of the Committee during 2018.



Recommendation: A Paper for decision

Board Directors are asked to note and discuss progress with the Food Enterprise Zone (FEZ) Programme.

Background Information

Greater Lincolnshire has the UK's largest and most progressive agri-food sector, based on clusters of dynamic businesses and well developed supply chains. Indeed, the food chain employs 56,000 people in Greater Lincolnshire.

The sector is broad, including farming, fishing and food processing, logistics, packaging materials, professional and businesses services. We aim to establish Greater Lincolnshire as the growing heart of the UK's food sector, positioning it as a National Cluster for Food and Agricultural Technology companies and creating a National Food Automation Centre on the South Lincolnshire FEZ through the support of the Midlands Engine.

Greater Lincolnshire has also been involved in one of only eight Science and Innovation Audits nationally, and the industry-led 'Made Smarter' Review launched by Government in November 2017 clearly puts emphasis on driving forward robotics and automation of the food chain, exploring how UK manufacturing can maximise benefits from increasing adoption of digital technology through a strong industry and government partnership. As we move towards the development of our local industrial strategy, the emergence and success of our Food Enterprise Zones will undoubtedly support our ambitions for securing a food sector deal. Greater Lincolnshire LEP has an overall growth deal allocation of £6.8m towards the FEZ Programme. The programme consists of the following schemes:

Scheme	GD3 Allocation	Estimated Overall Cost
Europarc FEZ	£1,800,000	£4,100,000
Central Lincolnshire FEZ	£2,000,000	£4,311,461
South Lincolnshire FEZ	£3,000,000	£10,145,000

Programme Progress to date

Europarc FEZ

The project will enable two very specialist commercial units to be delivered at Europarc. One at 30,000sqft and the other at 15,000sqft, securing £2.3m of private sector leverage, 116 gross FTE jobs, and over £4m GVA uplift. Both units will be developed in a modular way to enable expansion at a later date or sub-division if necessary. Significant progress has been made on the scheme with the scheme design and appraisal agreed with the landowners and enquiries already increasing for the site. Independent state aid advice has been sought by North East Lincolnshire Council and there are no concerns identified. The larger unit will be delivered in 2018/19 utilising £1.3m of the growth deal allocation and the smaller unit in 2019/20 requiring £0.5m of growth deal support. Services to the edge of the site already exist and outline planning is in place. Due diligence appraisal will be completed in February 2018 with a subsequent report being taken to 23rd March Investment Board.

Central Lincolnshire FEZ

The aim of the scheme is to develop Hemswell Cliff Business Park to create a Central Lincolnshire Food Enterprise Zone supported by an LDO along the A15 growth corridor. The Hemswell Cliff Business Park will provide flexible and cost effective premises to meet the demand of expanding local agri-food businesses and inward investors. This Phase 1 project will enable infrastructure delivery to service workspace development at the emerging FEZ, thus securing £1.5m of private sector leverage, creating 1000 jobs and providing 70,000m² of commercial floor space.

Progress with Utilities

West Lindsey District Council (WLDC) now has a technical solution for the power supply across the site. The council held a meeting in December with the architects to discuss the conditions for discharge of the LDO and explore options. They will be sending their proposed model in relation to power supply to Northern Power in early January in the hope that it can be agreed. The proposals will improve how power is supplied on site and are scalable, potentially saving on costs.

General Progress

- Requirements for Phase 1 are still to be finalised with the architects.
- LDO already in place as part of a wider masterplan for the area and this provides greater certainty to businesses.
- Design for the access road has been completed, but still needs to be discussed with Highways.
- WLDC expect to come forward for due diligence of the scheme at the end of February 2018 and hopefully make a start on site mid-year.
- The valuation officer has provided initial figures, but WLDC need to understand the infrastructure design fully before finalising costs.
- Once all the detail is in place, state aid advice can be commissioned.
- Transfer on the SPV is about to be concluded with the landowner.
- There has already been interest for additional space on the FEZ site from existing nearby businesses.

A further update on progress will be provided to the LEP at the end of January.

South Lincolnshire FEZ

LCC have completed the enabling road improvements at the junction of the A17 and A151, including a new roundabout on the A151 which will provide access to the FEZ site to the west of the A151 as well as residential development land to the east of the A151; £2.1m of growth deal support was provided into this initial project.

The South Lincolnshire FEZ project aims to create necessary service roads and utility infrastructure for what will be phase 1 of the Peppermint Park Food Enterprise Zone (FEZ) on land already owned by Lincolnshire County Council (LCC). Once site access arrangements and enabling infrastructure is in place, the development plots will be offered to the market for sale to end users and developers, facilitating the delivery of Phase II of the FEZ. The site service roads to be built will be accessible from the A151 and constructed to a standard suitable for adoption by LCC once completed. The project will also provide all main connections to necessary site services and utilities; including Gas, Electricity, Water and Foul Water.

Phase 1 of the FEZ is expected to provide 16,000m² (173,250 sq. ft.) of mainly B1 employment space and will safeguard and create circa 400 jobs. Specifically, this Programme will unlock 40 acres of land to be developed as a FEZ as well as land for 900 new dwellings to the north west of Holbeach, adjacent to the A17 and A151.

South Holland District Council (SHDC) is progressing the draft Local Development Order (LDO) which is scheduled for adoption in March 2018 once it has been approved by the Secretary of State via the Department of Communities and Local Government. Once adopted, this will create a simplified planning regime for the delivery of the FEZ and will, in effect, grant planning permission and certain freedoms in advance by pre-approving wider planning requirements.

The initial phase of development within Phase 1 includes provision for the University of Lincoln to construct a brand new campus facility. The Council has agreed provisional Heads of Terms with the University for the transfer of circa three acres of LCC owned land for the construction of an Agri-Food Centre of Excellence. The campus will comprise 1,360m² of accommodation to include laboratory space, test kitchen, conference facilities and learning resource centre.

The University will act as an anchor tenant, attracting occupiers who wish to collaborate and benefit from their expertise in translational research in automation and robotics, food safety and traceability and food waste. The development of such a cluster will provide a key support to the retention and expansion of the food industry in Greater Lincolnshire, linking into a £7m food demonstrator project for the east midlands and responding to the Government's industrial digitisation review.

Although LCC had originally hoped to be on site by January 2018, the utilities costs have escalated substantially since the growth deal bid was initially put together, indeed there is likely to be a requirement for a new electricity sub-station, and the council has had to explore options to meet the shortfall in required match funding to progress Phase 1 of the scheme. Aecom and Gleeds have been appointed via the Perfect Circle Framework to agree all the necessary provision with the various utility providers on behalf of LCC; and Colliers International are working on a viability appraisal model for the project.

LCC is progressing the marketing of the residential development land to the east of the A151 which has outline planning consent for up to 650 houses. Savills have been appointed as marketing agents and have prepared disposal strategy for the land.

There are a number of key milestones that need to be completed over the next couple of months:

January 2018

- LCC and University of Lincoln finalise land transfer documentation following agreement of Heads of Terms.
- LCC to finalise a delivery strategy for all utility arrangements to support the Centre of Excellence.

February 2018

- LCC submit detailed business case including budget allocation proposals to Environment and Economy Scrutiny Committee.
- University of Lincoln to submit planning application to SHDC (likely to be determined by June 2018).

Recommendation

That the Board notes progress on the FEZ Programme.



Recommendation: A Paper for Endorsement

This paper provides Board Directors with recommended changes to the Greater Lincolnshire LEP Assurance Framework following recent release of Government guidance in response to the Mary Ney Review.

Background Information

In April 2017, Melanie Dawes, the DCLG Permanent Secretary, commissioned a review into LEP governance and transparency. The DCLG Non-Executive Director, Mary Ney, led the review, which is now complete.

Following publication of the DCLG NED Review, the Government has accepted the review recommendations in full and is undertaking the following steps to implement them:

- **Enhancing the LEP Annual Review process:** DCLG developed new guidance to underpin the 2017 LEP Annual Review process. This guidance ensured the Annual Review process had a greater focus on LEP governance and transparency arrangements.
- **Best Practice:** Publishing Best Practice guidance on the following corporate governance issues: codes of conduct; publication of meeting and agendas; confidential reporting procedures for third parties and the public; whistleblowing policies; and registers of interests.
- **Finance:** Providing further guidance on the publication of financial information and the role of the Section 151/73 Officer. This guidance is being produced in partnership with the LEP network and The Chartered Institute of Public Finance and Accountancy (CIPFA) respectively.
- **Assurance Framework Guidance:** Following the completion of the Minister led LEP Review, the Government will publish revised guidance for LEP Assurance Frameworks.
- **Government approach to non-compliance:** Following the completion of the Minister led LEP Review, the Government will share its approach to non-compliance with LEPs.

Mary Ney Review Best Practice Guidance

Recommendations of Mary Ney's review will be included in a revised National LEP Assurance Framework around May time this year, following a wider review by DCLG and BEIS Ministers into strengthening the role of LEPs. Government wrote to all LEPs on the 22nd December 2017 sharing draft best practice guidance to set out the minimum standards required for certain governance and transparency requirements. The final guidance document was subsequently published in early January 2018 and will address additional elements once the Ministerial review of LEPs is complete. The document includes:

- Guidance on the publication of meeting and agenda items.
- Guidance and an example of confidential reporting procedures for third parties and the

public.

- An example Whistleblowing Policy.
- An example Code of Conduct.
- A bespoke proforma Register of Interests for all LEPs to adopt.

The Government has developed this guidance for LEPs to ensure their policies and procedures meet minimum standards of robust corporate governance. Cities and Local Growth Unit have drawn on best practice by reviewing the policies of Local Authorities, Government Departments and LEPs. Advice has also been provided by the Government Legal Service and the Centre for Public Scrutiny.

As stated at the 24th November 2017 Investment Board, Greater Lincolnshire LEP already adheres to many of the Mary Noy recommendations. However, there are areas that could be strengthened further, and the table in Appendix A provides Officer recommendations for necessary changes to our Assurance Framework.

Recommendation

That the Board endorses the recommendations made for changes to the Greater Lincolnshire LEP Assurance Framework.

Greater Lincolnshire LEP Growth Deal: Assurance Framework

Assurance Framework: Contents

1. Introduction	P1
2. Purpose.....	P2
3. Part 1:	
Governance and Decision Making	P2
4. Part 2:	
Strong supportive local authority partnership working across the LEP	P5
5. Part 3:	
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6. Part 4:	
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7. Part 5:	
Ensuring value for money - Prioritisation, appraisal and business case development.....	P20
8. Part 5a:	
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9. Part 5b:	
Value for money and business case development for prioritised/ funded proposals.....	P31
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1: Introduction

The Greater Lincolnshire LEP (GLLEP) Assurance Framework details how the GLLEP and its Accountable Body (Lincolnshire County Council) working with Government, 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*. See the following for further detail:-

<http://www.greaterlincolnshirelep.co.uk/funding/eu-funding>

An operational manual has been produced in conjunction with this Assurance Framework 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.

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.

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:-

- *GLLEP Growth Deal Grant Offer Letter*
- *GLLEP Growth Deal Assurance Framework*
- *GLLEP Growth Deal Implementation Plan*
- *GLLEP Growth Deal Monitoring and Evaluation Framework*

3: Part 1: Governance and Decision Making

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 reports to the Lincolnshire County Council Environment and Economy Scrutiny Committee on a six monthly basis and works closely with the Lincolnshire Leaders Group.

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.

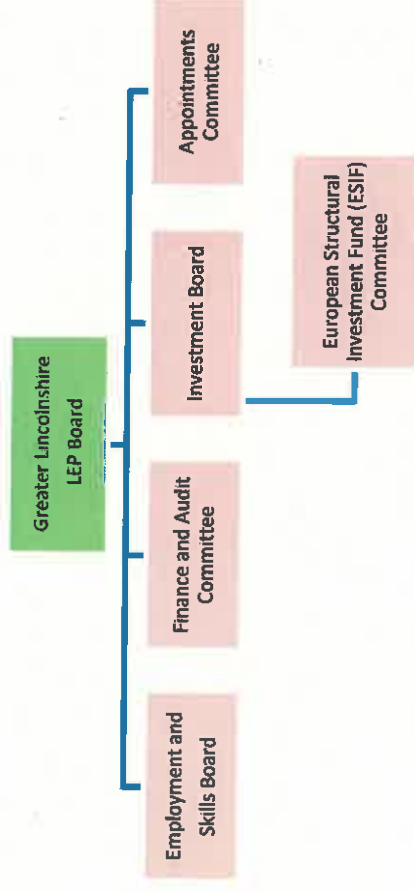
- Champion the GLLEP Region's economic vision and promote bold solutions;
- Communicate with the business community and other partners around economic growth;
- Share knowledge practice and intelligence within the GLLEP region and;
- Allocate resources to deliver economic growth, secure finance and encourage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

Framework

The purpose of this framework is to support the delegation of funding from central budgets and programmes to the Greater Lincolnshire LEP. 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.

This Assurance Framework is one of four key documents making up the Growth Deal. Links to the Growth Deal group are in the Appendices at section 10.

GLLEP Governance Chart



- 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 Libbetter 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 Middleborough	Board Director and Private Sector; Siemens
Herman Kok	Board Director and Private Sector;
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

GLLEP Roles and Responsibilities

Greater Lincolnshire LEP Board (Ltd Co)

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:-

- 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;

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, 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)

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
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Chris Baron	Board Director and Private Sector; Butlins
TBC	Board Director and Private Sector;
TBC	Board Director and Private Sector;
Cllr Rob Waltham	Board Director and Public Sector: North Lincolnshire Council
Cllr Colin Davie	Board Director and Public Sector: Lincolnshire County Council
Cllr Peter Wheatley	Board Director and Public Sector: North East Lincolnshire Council

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 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.

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 | 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 |

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.

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.

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)

4: Part 2: Strong supportive local authority partnership working across the LEP

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 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

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.

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/>

Investment Board

See page 4.

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 set out in the Partnership chart below.

GLLEP Partnerships Chart

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)

*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.

Business Support Provider Forum

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

5: Part 3: Transparent decision making

Transparency is critical to the credibility, status and responsibility of the GLLEP with both private and public sectors alike.

Transparency and accountability are both essential for trust. We need business, investors, stakeholders and the public to have the confidence that comes from accessing the information which gives assurances that GLLEP is making the right decisions.

In October 2017, the Department for Communities and Local Government (DCLG) published the 'Review of Local Enterprise Partnerships Governance and Transparency' a report led by Mary Ney, Non-Executive Director (NED) of the DCLG Board. GLLEP has responded to the subsequent best practice guidance provided by Government in December 2017 by making important changes to its governance, and will ensure that emerging guidance in relation to the Section 151 Officer role and LEP scrutiny is also taken into account within this Assurance Framework once available.

Published documents

As a company limited by guarantee, the GLLEP Ltd is required to maintain statutory books at the registered office and to lodge with Companies House:-

- Register of directors and secretariat
- Copies of any terms/service contracts of directors
- Register of members
- Register of charges
- Records of resolutions, shareholder meetings and board minutes

GLLEP Ltd also adheres to National Assurance Framework Guidance and ensures the following: (This does not apply to agenda items or meetings that are exempt due to confidentiality or commercial sensitivities. Items that are exempt are outlined in the [Local Government Act 1972](#) and the [Freedom of Information Act 2000](#)).

- Sub-Group Meeting agendas and papers are published 5 days before the meeting takes place.
- Minutes of Board meetings are published within 5 days of the meeting taking place.
- Full reports of Board and Investment Board meetings, including decisions which have been made, are published within 5 days of the meeting taking place.
- Any declaration of interest made at the meeting is included in the minutes of the Board meeting and updated on the member's register of interest.

LEP Annual accounts are published on the Greater Lincolnshire LEP website on a yearly basis following an external audit and final agreement at the Annual General Meeting.

The Growth Deal Offer Letter additionally requires the GLLEP to:-

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 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 Government's 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. Progress will be posted on dedicated Growth Deal pages on our website at:- <http://www.greaterlincolnshirelep.co.uk/funding/growth-deal>

Advertising Funding Opportunities

The LEP ensures that all new funding opportunities are advertised through the various communication channels available, including the GLLEP website and e-newsletter. Key stakeholders and local advisory groups are also informed directly to enable as broad awareness as possible.

Specific calls for projects explain any additional funding related criteria to prospective applicants, how to apply and what needs to be considered as part of the application. The LEP also occasionally commissions specific activity/programmes in order to help enable growth and productivity in key sectors. The LEP Director will ensure that all GLLEP related funding is advertised in a timely manner and that annual accounts for the GLLEP are published annually.

All business cases are scored according to our standard decision making process (see assessment criteria on page 20). A panel of review specialists will be sought to score and moderate business cases in order to inform the GLLEP Investment Board before a prioritised list of schemes for funding is agreed.

Growth Deal related proposals are nationally competitive and final allocations are subject to Government approval. This means that the

number of projects initially prioritised at a local level for investment may not all be able to secure funding support. GLLEP ensures that all applicants are kept informed of decisions at every stage of the process.

Communication channels

Website

The GLLEP has a dedicated web site containing specific Growth Deal pages which includes minutes of all Board meetings. <http://www.greaterlincolnshirelep.co.uk/funding/growth-deal>

Newsletters

Regular newsletters are e-posted to Members and registered users. <https://www.greaterlincolnshirelep.co.uk/get-updates>

Press releases

Updates, comments and news items are regularly circulated to local and national media.

Business Live – annual conference and AGM

The GLLEP annual events provide the opportunity for face to face dialogue, challenge and critique.

Social value

It is a requirement under the Public Services (Social Value) Act 2012 that Local Authorities should consider wider social and environmental value when they choose suppliers to provide services.

The GLLEP is required to ensure that any such schemes and projects it supports adhere to legislation around social value. Therefore, wherever funds are awarded or loaned by GLLEP, the following will need to be considered by the recipient of the funds as a minimum:

- Whether local apprenticeships or skills training opportunities can be provided to employees/apprentices in the local area to assist in the delivery of the scheme;
- That recipients shall take all reasonable steps to contribute to ensuring that opportunities are created for local businesses and SME's (including the Voluntary Sector and Social Enterprises) to participate in the delivery of the schemes, through its supply chain, and by the use of sub-contracting where appropriate; and
- That reports are provided to LCC as Accountable Body at least annually providing information regarding the above, in a format determined by the Accountable Body.

The GLLEP may impose further obligations to ensure that the requirements around social value are met.

Project Transparency

It is vital that the detailed process of project appraisal, scoring and assessment is understood by all, and is clearly articulated to the GLLEP Board and Investment Board. Project appraisal can be viewed under section 7: Part 5: Ensuring Value for Money – Prioritisation, appraisal and business case development (detail in Operational Manual currently under development).

Programme Updates

Updates on Growth Deal and the Growth Places Fund will be published at least quarterly on the GLLEP website showing the latest information available.

Conflicts of Interest

The following provisions shall apply to members of all GLLEP Boards:-

- Register of Board Members' Interests is maintained and published.
- 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:
 - i. entitled to remain present at the meeting during discussion of that matter
 - ii. counted in the quorum for that part of the meeting
 - iii. entitled to vote on the matter
 - iv. have access to papers or information in relation to that conflict

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.

Conflicts of Interest Policy

GLLEP has a Conflicts of Interest Policy, and a published register of interests covering any decision makers which is updated regularly. Both are located on the GLLEP website

<https://www.greaterlincolnshirelep.co.uk/documents/greaterlincolnshirelep-enquiries-compliments-and-complaints-procedure/>

<https://www.greaterlincolnshirelep.co.uk/documents?keywords=register>

Equality and Diversity

GLLEP has its own equality and diversity policy in place which is located on the GLLEP website.

<https://www.greaterlincolnshirelep.co.uk/about/boards/lep-board/>

It provides information on commitments and responsibilities and explains what the GLLEP will do to ensure that diversity and equality is upheld in all that it does including representation at Board and sub group level being reflective of the local business community.

Rules for the Conduct of Board Members

Greater Lincolnshire LEP will ensure that it complies with the 7 principles of public life as identified by the Government Committee on Standards in Public Life by committing to the following:

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

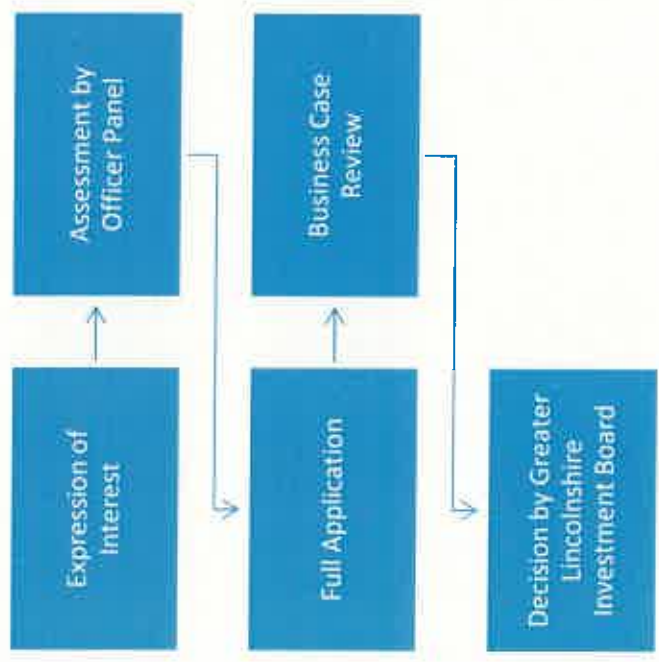
- Greater Lincolnshire LEP Board members and officers will exhibit all 7 principles in their own behaviour at all times. They will promote and robustly support the principles, and will challenge poor behaviour wherever it occurs.

A copy of the current code of conduct for Greater Lincolnshire LEP can be found at:

https://www.greaterlincolnshirelep.co.uk/assets/documents/Declarations_of_Interest_%28Code_of_Conduct%29.pdf

GLLEP Projects – Overarching Decision Making Process

This diagram is a visual outline of the current decision making process (see page 14 for more details).



GLLEP will need to review its appraisal process for future funding programmes once the Green Book Appraisal refresh has been completed.

6: Part 4: Accountable decision making

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.

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 Agresso financial system.

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 KPMG.

Headline comments from the most recent external audit report (2013/14 accounts), include the following statement on the financial control environment:

"The Authority's organisational control environment is effective overall, and we have not identified any significant weaknesses on controls over key financial systems".

In terms of Value for Money consideration and areas of risk the report states:

"We have concluded that the Authority has made proper arrangement to secure economy, efficiency and effectiveness in its use of resources"

The Authority achieves an unqualified audit opinion. (See link in Appendix.)

Reporting Mechanisms

GLLEP and Lincolnshire County Council (as Accountable Body) have agreed timescales and operating practices to support the effective implementation of decisions and reporting. These will include:-

- clear arrangements for monitoring delivery
- clear expectations in relation to the information required from scheme promoters and delivery agents; this will be set out in funding agreements
- clear written agreement between the accountable local authority and the delivery agent clearly setting out the split of responsibilities and including adequate provisions for the protection of public funds (e.g. arrangements to suspend or claw back funding in the event of non-delivery or mismanagement)

The Authority's S.151 officer (or equivalent) must certify that funding can be released under the appropriate conditions in line with their statutory duties. Payment milestones will be agreed between the delivery agent and the authority based upon the complexity, cost and timescales of the scheme. This will form part of the programme management role of the Authority, which is subject to external audit.

To aid with overall reporting Lincolnshire County Council will work with the GLLEP to provide data to a variety of audiences on their spending and performance, via a number of mechanisms as detailed in the monitoring and evaluation framework.

As Accountable Body, Lincolnshire County Council will ensure that the allocated funding is ring-fenced, treated as a restricted fund and only used for the purposes as set out in the Growth Deal document. It will be monitored by relevant County Council officers in conjunction with finance personnel as part of ongoing statutory function and will be reported on a regular basis to the various committees responsible for authority scrutiny.

Should the situation arise that GLLEP and/or the Accountable Body do not agree on a specific decision made by Investment Board based on legal or financial concerns, a meeting would be arranged between the Chair of the LEP, the Head of the Accountable Body and the Section 151 Officer to determine a reasonable way forward.

Accountable Body financial procedures

The Accountable Body will hold the major funding made available through the LEP and will make payments to delivery bodies. It will account for these funds in separately identified budget lines to ensure transparency and clarity and will report to the GLLEP board as required.

The Accountable Body will work with the GLLEP to ensure that GLLEP policies and services are efficient, effective, appropriate and accessible to all.

Accountable Body (LCC) shall:-

- Hold any funding it receives and all interest or income earned for and on behalf of GLLEP and ensure that the money is not moved or converted to cash without specific instruction from the GLLEP;
- Provide support and assistance to GLLEP, including procurement advice, to ensure both legal and financial probity in relation to the receipt and use of specific funding for which it acts as Accountable Body;
- Advise the GLLEP on the procedures necessary to ensure formal compliance with any terms and conditions of funding or grant;
- Provide advice on proper and effective governance for overseeing the allocation and spend of GLLEP funding;
- Ensure that performance and financial systems are robust;
- Provide details of all monies expended in accordance with the terms and conditions of funding;

- Inform and keep GLLEP informed of any grant funding allocations received and the procedures and recommended criteria for distributing the funding based on the funding body's requirements;
- Establish and maintain a financial system to account for all monies received and disbursed on GLLEP's behalf;
- Transfer, subject to due diligence and agreement by the Investment Board, funding for projects identified by GLLEP;
- Receive income and make payments for and on behalf of GLLEP;
- Maintain proper records, in accordance with its Constitution, of all monies received and disbursed for GLLEP and make such records available for inspection by both internal and external regulators;
- Arrange regular audit examination of GLLEP's activities with regards to use of public resources and, following each audit, present a report to GLLEP with recommendations to strengthen their governance and management practices;

GLLEP shall:-

- Co-operate with and assist LCC acting in its role as Accountable Body in undertaking the day to day responsibility for financial matters;
- Make funding available, through LCC, to persons and organisations who it has resolved shall receive these;
- Request LCC to effect the payment of such funding to the said persons or organisations;
- Co-operate with and assist LCC in regular audit examinations of all operating systems;
- Act upon all recommendations contained within the LCC's internal audit reports where LCC's chief financial officer so requires; report any financial irregularity or suspected irregularity in the use of any funding to LCC.

- Allow funding bodies to have access to all files/ records of projects for which it acts as Accountable Body; and supply, as necessary, completed statements of income, expenditure and disbursements to GLLEP, funding organisations, central government and external auditor.

A comprehensive suite of financial regulations and procedures are publically available on the Accountable Body (Lincolnshire County Council's) web site and can be found at:-

<http://www.lincolnshire.gov.uk/local-democracy/how-the-council-works/finances/finance-handbook/financial-controls/financial-regulations-and-procedures>

These are continually under review and were updated to link in with the introduction of the Agresso system on 1 April 2015.

The organisation is supported through a Scheme of Authorisation (SoA) to ensure that financial transactions are suitably authorised based on service knowledge and the value of the transaction.

Interest on fund balances

For any amounts held in the County Fund interest is applied at the same rate as the Council's average yield, earned on its total investments. This is an annual rate which is then compounded on a quarterly basis. This will be paid to a balance sheet code on a year-end basis or when the fund closes. It is anticipated that interest will start on 1 April 2015. Use of the interest generated will be decided by GLLEP Board.

Freedom of information/Environmental Regulation

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

Enquiries and Complaints Procedure

An Enquiries and Complaints procedure is in place for the LEP and is available for perusal on the GLLEP website. All third party and public enquiries are treated confidentially.

<https://www.greaterlincolnshirelep.co.uk/documents/greater-lincolnshire-lep-enquiries-complaints-and-complaints-procedure/>

Whistleblowing Policy

The LEP has a formal whistleblowing policy in place which can be found at (add link here when available).

Conforming with Legislation

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

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.

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

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.

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.

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.

Local Engagement

GLLEP has a dynamic SME representative on the Board. The LEP Chair, also chairs the Lincolnshire Chamber of Commerce. Our main job is to be the joint voice of the private and public sector community and ensure that the economic interests of the area are properly represented.

Communication with our business community and stakeholders is at the heart of what we do, and Greater Lincolnshire LEP has a dedicated web site focused on core LEP priorities, activity, strategies and achievements which we continue to improve and develop. We also have a bespoke dedicated web site aimed directly at our business community www.businesslincolnshire.com.

Greater Lincolnshire LEP seeks to maximise visibility of its role through the annual GLLEP conference 'LEP Business Live', providing the opportunity for face to face dialogue, challenge and critique alongside key speakers, and the chance to showcase new ideas and innovations.

Board Members and the LEP Director attend a number of key events and sector groups regularly and GLLEP delivers a series of 'Big Debates' tackling the priority issues for our sectors each year. These are breakfast events to maximise take up for our busy companies, they are held in strategic locations around Greater Lincolnshire and where possible are MP led. In 2016, 'Big Debates' were held on the Midlands Engine, Food and Devolution. In addition, GLLEP has published a number of strategies and plans identifying the focus for the economy and the priority sectors including: The Strategic Economic Plan (refresh Spring 2016); Water for Growth; Agri-food Sector Plan; Manufacturing Sector Plan; Health and Care Sector Plan; and Transport Strategy.

GLLEP will continue local engagement with and feedback to the general public about future LEP strategy development and progress against delivery of the SEP, not just the growth deal, providing information on our website on key projects and spend against those projects. The public are also able to attend regular Scrutiny Committee and Greater Lincolnshire Leaders Board discussions on how LEP projects are performing. The LEP will publish a commissioned report on SEP performance in spring/summer 2017. The GLLEP Annual Report is also published on the GLLEP.

Other sources of Funding

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. Details on the Growth Hub have been included earlier in this document. The other funding mechanisms can be summarised as follows:

Invest and Grow Loan Fund

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.

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.

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.

Greater Lincolnshire Feasibility Challenge Fund

Grant Fund 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.

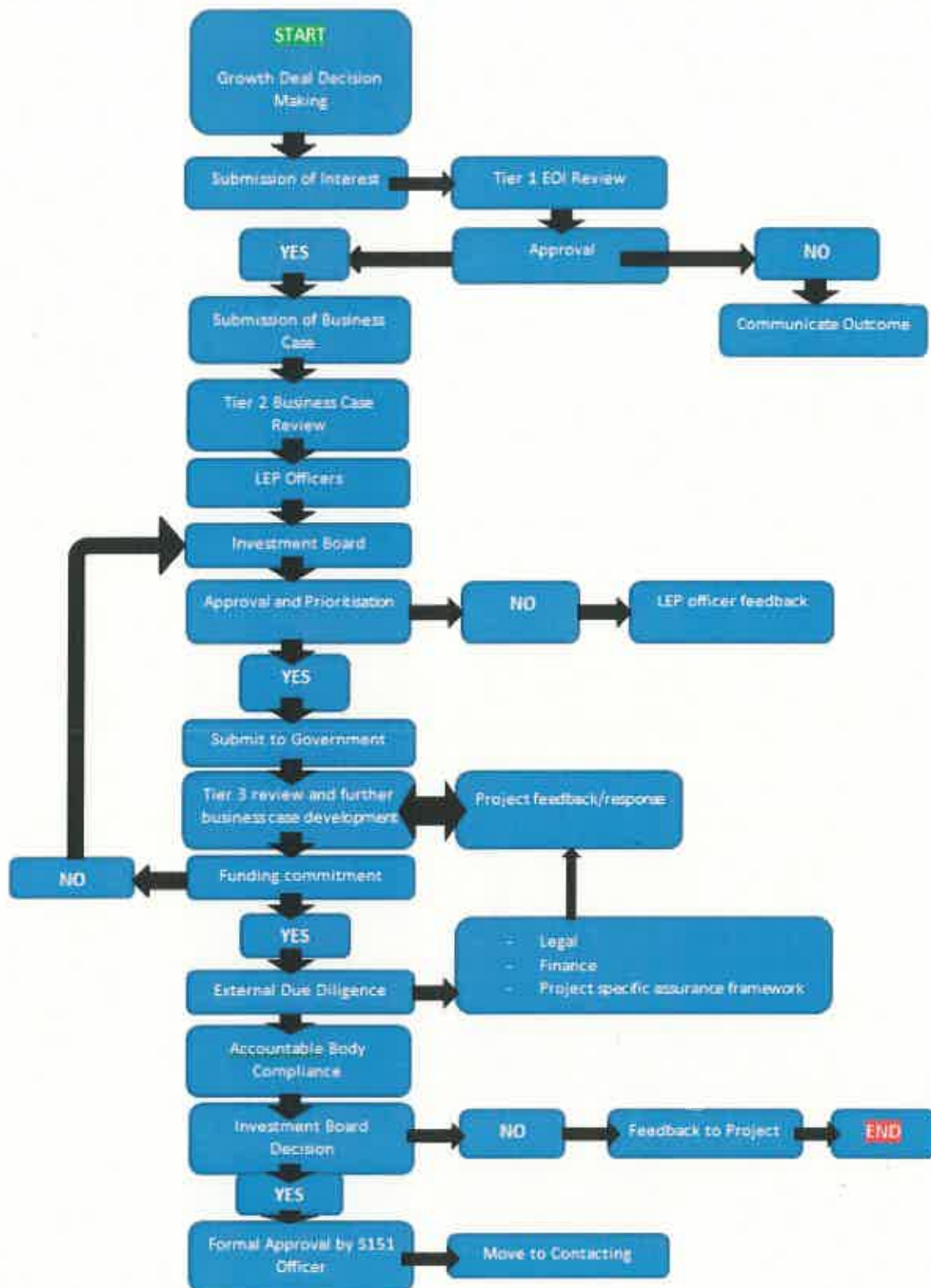
Greater Lincolnshire Growth Fund

This recently announced business grant fund of £2.7million will respond to Greater Lincolnshire's priority sectors and will be accessed through the LEP's Business Growth Hub. It will provide grants to businesses for transformational projects focussed on productivity and job creation. Grant investment will be from £150,000 to an upper limit of £500,000.

Growth Deal Decision Making Process



Decision Making Process Chart



7: Part 5: Ensuring Value for Money – Prioritisation, appraisal and business case development

Building on the arrangements put in place for the Growing Places Fund (Invest & Grow in Greater Lincolnshire), Growth Deals, and drawing on the experience of Local Transport Boards, the GLLEP has developed robust arrangements to ensure value for money and effective delivery, through the Investment Board having delegated responsibility to agree and authorise these decisions (as shown in previous sections).

Value for Money

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 process will be reviewed once the Green Book appraisal guidance has been refreshed later this year. DFT schemes above 5 million are covered by the DFT value for money assessment and major projects requiring DCLG appraisal now also have revised guidance in place.

8: Part 5a: Options appraisal and prioritisation

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.

The money goes towards providing support for local businesses to train young people, create thousands of new jobs, build thousands of new homes and start hundreds of infrastructure projects; including transport improvements and superfast broadband networks.

Growth Deal supports the wider Strategic Economic Plan (SEP) <http://www.greaterlincolnshirelep.co.uk/documents-and-resources> Commitment from the GLLEP, local authorities and the private sector combines to deliver through;

- 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
- commitment to collective decision making involving all local authorities within a Local Enterprise Partnership.

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 European Structural Investment Funds (ESIF) aligning with ESIF Strategy and Operational Programmes. In addition, GLLEP will support the development and submission of bids for Large Transport Major Schemes and the Home Building Fund.

Stage 1 Project Appraisal Process

Agreed Priorities:

The GLLEP and local partners have agreed a set of projects that are strategic priorities that will drive forward the economy of the area. The list is updated in each Strategic Economic Plan refresh.

Other Projects:

Projects seeking funding will be identified by project or scheme sponsors within the GLLEP boundary and other external partners through a variety of partnerships that exist within the area. 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.

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
- Ensuring appropriate scale – need for larger strategic schemes
- Impact – best for the Greater Lincolnshire area? Leverage and growth output delivery
- Competitive in relation to national call

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

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

Strategic fit is scored initially and projects achieving a high score are then analysed with regard to economic case, deliverability and impact.

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.

GLLEP Scoring Matrix

Score	Description
1	Very little information provided and/or information is inconsistent with the requirements as set out by the GLLEP and Central Government
2	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
3	Satisfactory and mainly appropriate description provided and/or information is mainly consistent with the requirements as set out by the GLLEP and Central Government
4	Full description and appropriate answer which is fully relevant to , or meets with the requirements as set out by the GLLEP and Central Government
5	Full description and appropriate answer which exceeds the requirements as set out by the GLLEP and Central Government

***Moderate against the strongest bid**

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 most likely to achieve funding 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.

Prioritised projects then progress through to **TIER 3 Assessment** and further scrutiny is set nationally through the Government's Green Book Appraisal process:-

<https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government>

A more robust business case is developed through an iterative process with Government.

Project Appraisal Process

Declaration of Interest		PROJECT	
Value of Project £	Signature:	Date	
Tier 1 Criteria - STRATEGIC <ul style="list-style-type: none">• National v Local• Scale• Impact• Competition			
Tier 2 Criteria – IMPLEMENTATION PLAN			
AREA	DESCRIPTION	SCORE	
Strategic Fit	Fit with GLLEP Priorities. Clear objectives.	15	
Economic Case	What will the project buy? Outputs!	15	
Deliverability	I'm Viable! Risk?	15	
Impact	My benefits are to the whole area.	15	
TOTAL		120	
(1 = Low score 5 = High score)			
Ranking:			
HIGH Priority		MEDIUM Priority	LOW Priority
15 +		15 ≤ 10	< 10
Tier 3 Criteria – OTHER			
Combination of project case paper and scoring mechanism (depending on level).			

The GLLEP has produced an Operational Manual to assist project officers through the process.

Due Diligence

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.

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.

The due diligence 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.

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.

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

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

- 1.0 Project summary and planning status
- 2.0 Funding sought and status of match funding
- 3.0 Key Issues
- 4.0 Strategic Fit
- 5.0 Market Assessment
- 6.0 Development Appraisal
- 7.0 Deliverability and programme
- 8.0 Mechanism for investment, state aid and legal compliance
- 9.0 Procurement
- 10.0 Outputs and value for money
- 11.0 Conditions and terms for the funding agreement
- 12.0 Conclusions
- 13.0 Recommendations

Transport schemes

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

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).

GLLEP continues to develop its transport governance arrangements in the context of Devolution and a Combined Authority approach. A Housing and Infrastructure Group is in place and an agreed Transport Strategy has identified key infrastructure priorities for Greater Lincolnshire and beyond, with a newly developed model for assessment of proposed infrastructure schemes being actively utilised to ensure value for money and strategic impact. 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.

Skills Capital Schemes

The GLLEP uses the services of the Employment and Skills Board and Skills Funding Agency (SFA) where appropriate to support the Skills Capital process using previously developed best practice and information.

The GLLEP seeks advice and support from the SFA on skills related projects in order to complete due diligence. The following areas have been agreed with the SFA as areas of focus:

- Impact on the existing estate and rationalisation
- Property Strategy – comments on the strategic direction of the college/educational facility
- Sustainability – assessment of the applicant's Carbon Reduction Plan and long term sustainability initiatives

For the first Growth Deal Offer (Growth Deal 1) the Skills Funding Agency process was not possible within the timescales available. Therefore for the purposes of Round 1, the generic due diligence with additional bespoke terms of reference was applied to the two skills schemes awarded. Where skills capital funding is allocated going forward, the LEP will work closely with the SFA to ensure that due diligence appraisal is thorough and appropriate, recognising bespoke areas that need to be considered when looking at a skills driven/education focused scheme.

Greater Lincolnshire Skills Capital Investment Fund

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 assessment and estate need. Our Growth Deal 3 bid for a Skills Capital Investment Fund proved successful, and a call was released at the end of June 2017 inviting applications for a share of the £6.4m available.

The Fund is open to all post 16 colleges and approved training organisations who are located in the Greater Lincolnshire area and who are on the Register of Training Organisations with the Skills Funding Agency in the current academic year.

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.

A final decision on individual project allocation will be made in autumn 2017.

Retained Schemes

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 has now received ministerial approval and is formally underway. The Funding allocation for the first financial year towards the scheme was released to the GLLEP in autumn 2016, and

the remainder will be released annually from DfT as the scheme progresses.

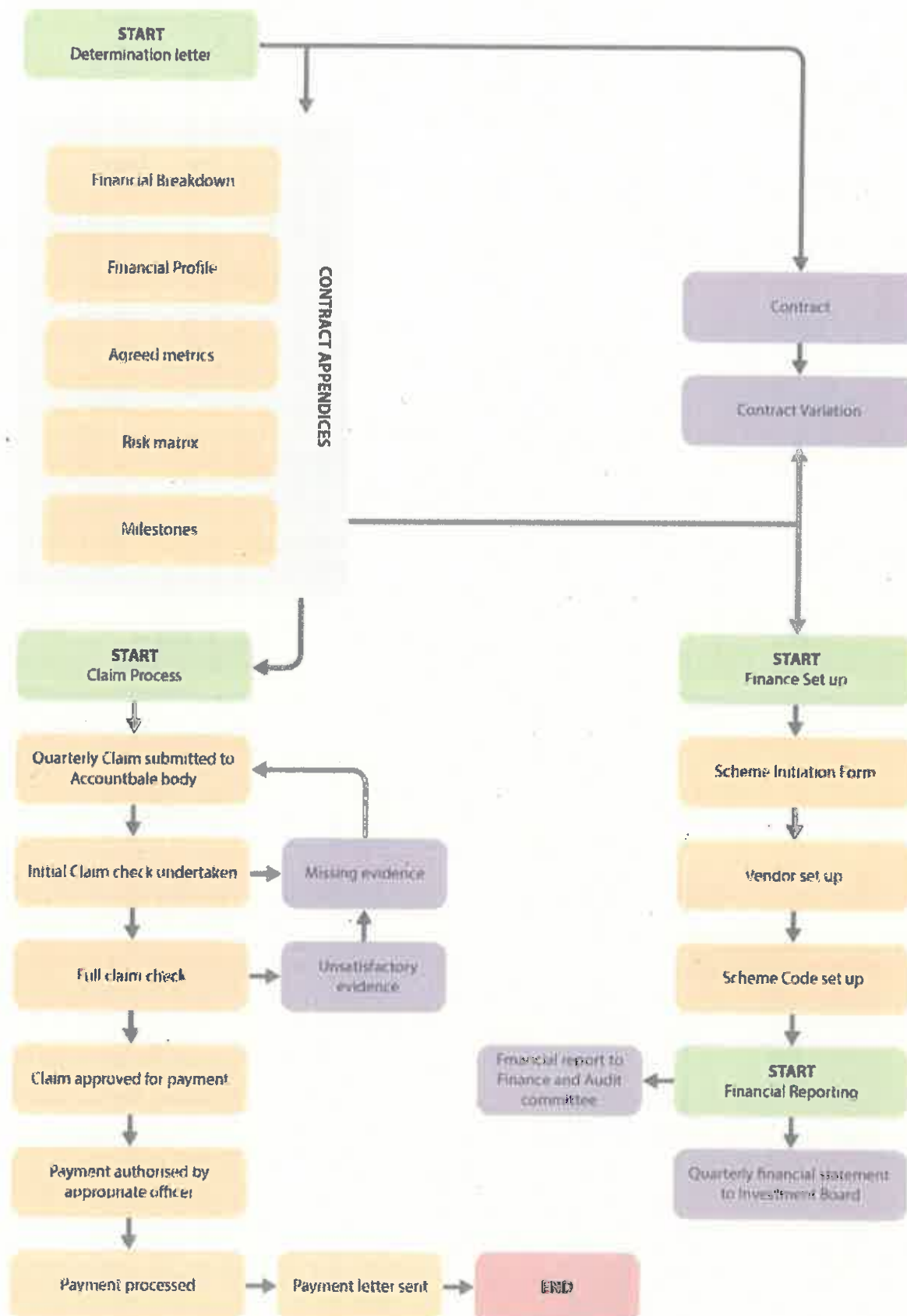
The DfT works flexibly with promoters and LEPs on a case by case basis to determine the precise arrangements to deliver retained schemes and agree a sensible timetable for each of the five elements of the business case.

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 appraisal work. Early engagement on these issues is important, and within the new Webtag guidance recognition of wider impacts from transport schemes has clearly been strengthened.

Cross LEP Schemes

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.

Contracting and Claims Process Chart



Contract Management



Offer Letters

Following Investment Board due diligence approval, 'In Principle' offer letters are issued confirming the level of investment allocated to the project by the Growth Deal Programme pending contractual agreement.

Retrospective funding

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.

Decision Notices

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.

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 GLL/EP/project partners and resolved accordingly, with a revised Decision Notice being drafted to include any subsequent alterations/additions. Should the Accountable Body and GLL/EP 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.

Contract Document

A standard contract document for Growth Deal Schemes has been agreed by the Investment Board which includes the necessary legal requirements of the GLL/EP/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 GLEP 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 GLEP, 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 GLEP 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.

Project Claims Procedure

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.

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.

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.

The Accountable Body will ensure 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 will not only need 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.

The key areas to be covered and reported within the claim are broadly:

- Financial information
- Monitoring metrics
- Delivery Progress
- Procurement

The member of the Accountable Body who checks the claim will complete a Grant Claim Control Form and pass 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.

Releasing funding in advance of first claim

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.

Advanced Payment of Grant to Contracted Schemes

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.

The funding will initially be treated as a loan and will be fully refundable, including interest if:

1. The scheme is not fully delivered or changes significantly.
2. The project does not spend and verify the entire loan amount through the claims process within an agreed contractual timeframe.

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.

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.

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.

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.

Variation Orders

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.

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.

Approval of eligible fees prior to contract start date

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 Growth Deal allocation. Funding recipients will be notified within the contract documentation of all elements being approved for Growth Deal funding support in relation to the project. These pre-contract costs can be submitted within the first quarterly claim for payment.

Clawback

Where a project is changed from its original purpose within five years of practical completion, 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, 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%.

Risk Monitoring

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.

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.

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.

Monitoring and Evaluation

GLLEP has a full Monitoring and Evaluation Framework in place which can be found on the GLLEP website (see page 33 for link).

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.

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. Notes of each progress meeting are recorded and filed for reference.

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.



GLLEP commissioned work externally to look at the wider change impacts Growth Deal is achieving for Greater Lincolnshire and an initial report is now available.

Effective Asset Management

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 endeavour to apply this approach to its projects and programmes.



9: Part 5b: Value for money and business case development for prioritised/ funded proposals

Business Case (BC)

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 will adopt the

principles set out within the HM Treasury Green Book. As a minimum we would expect the full business case to include:-

- 1.0 Executive Summary
- 2.0 Background
 - 2.1 Context
 - 2.2 Requirement
- 3.0 Business Drivers
 - 3.1 Scope
 - 3.2 Alignment with SEP
 - 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
- 6.0 Reference Documents

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 (see page 17).

Business Case Criteria Descriptions

- **Strategic Case** - The proposed operation contributes to the needs/opportunities identified by the GLLEP, demonstrates delivering against relevant specific objectives, outputs and results of the relevant priority as identified within the Strategic Economic Plan and adds value to and not duplicate existing provision.
- **Economic Case** - An assessment of the economic costs and benefits of a proposal to the Greater Lincolnshire area. This will include review of options appraisals, wider impacts and rationale for option choice.
- **Financial Assessment** - reviewing cost assumptions and rationales and sources of match funding. The operation must represent value for money. In assessing value for money we will take account of:-
 - Efficiency: the rate/unit costs at which the operation converts inputs to the Fund outputs,
 - Economy: the extent to which the operation will ensure that inputs to the operation are at the minimum costs commensurate with the required quality and
 - Effectiveness: the extent to which the operation contributes to programme output targets, results and/or significant strategic impact at the local level.

➤ **Scheme Management** – This will scrutinise that the proposal is deliverable and has clear project management setting out responsibility, governance and reporting arrangements. A robust delivery plan with targeted milestones. Capability to meet the financial requirements and liabilities of the programme.

➤ **Risk** – This looks at delivery of the service and the risks posed by the option. It looks at risk in its widest sense and covers for example, reputational risk, stakeholder engagement risk, management capability, potential conflict of interests, procurement, state aid etc.

Value for Money

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:-

1. Business Case assessment
2. Due Diligence
3. Accountable body (decision notice)
4. Evaluation

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 and meets approximately every 6 weeks.

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.

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.

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,
- provide 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

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.

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

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

- Role of the Accountable Body
- Finance and Audit Committee

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.

The Accountable Body arrangement is further scrutinised by the organisations Environment and Economy Scrutiny Committee twice yearly providing assessment and checks and balances as to the operation of the partnership. Scrutiny arrangements continue to be assessed as part of peer review and Audit and may change in the future.

10: National Framework Compliance

As per guidance issued by DCLG October 2016, it is now a requirement for the Section 151 Officer to sign off the Framework by 28th February of each year. The signature confirms that the Framework has been

agreed, requirements are being implemented and that it meets the revised standards.

Revisions applied in February 2017 have addressed key requirements of the National Assurance Framework guidance, which is expected to be revised again by Government this Spring. Changes introduced to the Framework by GLLEP following the Mary Ney Review will be audited to ensure compliance with best practice guidance provided nationally.

All boards and sub committee's detailed with the assurance framework represented the membership as at February 2017. Any updates to membership can be found on the GLLEP website.

11: Appendices

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

This Assurance Framework forms one of a group of four key documents making up the Growth Deal. Links to the GD group are as follows and can be found at:-

- **GLLEP Growth Deal Grant Offer Letter**
- **GLLEP Growth Deal Assurance Framework**
- **GLLEP Growth Deal Implementation Plan**
- **GLLEP Growth Deal Monitoring and Evaluation Framework**
 - <http://www.greaterlincolnshirelep.co.uk/documents-and-resources>

Referenced Links:-

The Greater Lincolnshire Strategic Economic Plan can be accessed via the following link:

- <https://www.greaterlincolnshirelep.co.uk/whats-new/lep-unveils-updated-strategic-economic-plan/>
- Other
 - <https://www.gov.uk/government/collections/local-growth-deals>
 - <https://www.gov.uk/government/publications/improving-infrastructure-delivery-project-initiation-routemap>

Local Government

Devolution Deal - www.lincolnshire.gov.uk/greaterlincs

- <https://www.gov.uk/government/organisations/departments-for-business-innovation-skills>
- <http://www.lincolnshire.gov.uk/local-democracy/how-the-council-works/finances/finance-handbook/financial-controls/financial-regulations-and-procedures/71228.article>
- <http://www.lincolnshire.gov.uk/local-democracy/information-governance/>
- <http://www.lincolnshire.gov.uk/jobs/manuals/employment-manual/managing-performance-and-conduct/code-of-conduct/58706.article>
- <http://microsites.lincolnshire.gov.uk/auditlincolnshire>
- <http://www.lincolnshire.gov.uk/procurement/>

Central Government

- <https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government>
- https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/15176/guidance-local-transport-bodies.pdf

Local Growth Fund

- <https://www.gov.uk/government/publications/growth-deals-initial-guidance-for-local-enterprise-partnerships>



Enquiries, Compliments and Complaints Policy

Greater Lincolnshire Local Enterprise Partnership

January 2018

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Enquiries, compliments and complaints policy and procedure

Greater Lincolnshire LEP aims to deliver an excellent level of customer service. We want to make sure that our customers are satisfied with all of our services all of the time and ensure that we provide a professional service that follows our systems and procedures as detailed in our Local Assurance Framework. This policy and procedure describes how we will manage and respond to enquiries, compliments and complaints.

We welcome all comments and feedback as this helps us continually review and improve, ensuring we deliver a high quality service. The purpose of this document is to clearly set out for staff and customers how comments and feedback will be received and responded to. All enquiries, compliments and complaints will be dealt with appropriately, will be taken seriously and will be acted on.


1.0 General Enquiries

The Greater Lincolnshire LEP welcomes all general enquiries. We would also like to hear from you if you have a suggestion on how we can improve or if you have been particularly happy with any part of the service you received from the Greater Lincolnshire LEP.

You can make an enquiry to the Greater Lincolnshire LEP by using the following contact details:

 01522 550540

 GreaterLincsLep@lincolnshire.gov.uk

 Enquiries
Greater Lincolnshire LEP
Lancaster House
36 Orchard Street
Lincoln
LN1 1XX

We will aim to respond to your written enquiry or voice message within 5 working days of receipt. All members of the Greater Lincolnshire LEP team will do their best to respond to enquiries promptly. However, should you send your enquiry to any point of contact at the Greater Lincolnshire LEP other than the above we cannot guarantee that you will receive a response.

Please note that the Greater Lincolnshire LEP receives a large number of emails, letters and phone calls each day and we will try to reply to you as quickly as possible. General enquiries, including emails, are dealt with in the order in which they are received.

1.1 Specific business enquiries

If your enquiry is in relation to general business support and where you can go to get help in growing your business you may wish to contact the Business Lincolnshire Growth Hub directly in advance of awaiting a response. The Growth Hub is Greater Lincolnshire "One-

Stop-Shop" for business information, loans, grants, advice and support. Further information and contact details for the growth hub can be found at www.businesslincolnshire.com.

1.2 Media enquiries

Any media enquiries for the Greater Lincolnshire LEP should be directed to:

Jez Ashberry, Shooting Star PR
✉ jez@weareshootingstar.co.uk
☎ 07780 735071

1.3 Invitations

If you would like to invite the Greater Lincolnshire LEP to attend an event you are holding, or invite one of our Directors to speak at an event, please send as much information as possible to us in writing at the following address:

✉ GreaterLincsLep@lincolnshire.gov.uk

We will acknowledge your invitation within 5 working days of receipt and let you know when we will be able to respond. Please note that the Greater Lincolnshire LEP receives a large number of invitations to speak at events and, whilst we will always try to accommodate event invitations, this will not always be possible.

If you would like a Greater Lincolnshire LEP director to speak at an event you are running, it is recommended that you contact us with as much advanced notice as possible.

1.3 Compliments

If you have a compliment in relation to a service received by the Greater Lincolnshire LEP, please include the name of any relevant members of the team in your correspondence so that we can ensure that your feedback reaches them. Positive remarks about our services are invaluable in the work we do. This type of feedback is used to help improve our wider offer and helps us understand what areas our customers have found particularly good.

☎ 01522 550540
✉ GreaterLincsLep@lincolnshire.gov.uk
✉ Compliment
Greater Lincolnshire LEP
Lancaster House
36 Orchard Street
Lincoln
LN1 1XX

2 Complaints

We aim to provide the best possible service to customers for the benefit of the entire Greater Lincolnshire area. However, if we get it wrong, we want to know about it and will try to put things right as quickly as possible.

Our aim - We take complaints very seriously. While we try to provide a good service, we know that sometimes things go wrong. We have developed a complaints procedure in response to this. We aim to resolve complaints quickly and fairly and we will try to rectify any mistake or misunderstanding straight away. Sometimes it may take longer, but we will keep you informed throughout the process.

What we learn from complaints - We keep records of all the complaints we receive and monitor them regularly. This helps us to:

- Identify areas of service where we need to make changes and improvements
- Make sure we are dealing with complaints effectively and consistently.

2.1 How to make a complaint to the Greater Lincolnshire LEP

Stage one - The people who can best deal with a complaint are those who provide the service. You should speak or write to the member of the team that you have been dealing with and explain the reasons you are unhappy with the Greater Lincolnshire LEP. We can usually sort out mistakes and misunderstandings quickly and informally at this stage.

We will acknowledge your complaint in 5 working days. We will investigate your complaint and we will respond within 15 working days. If we cannot do this, we will let you know when you can expect a reply.

Stage two - If you are not satisfied with the response provided at stage one, you can complain to the Greater Lincolnshire LEP senior management team:

Clare Hughes
✉ clare.hughes@lincolnshire.gov.uk
✉ Clare Hughes
Greater Lincolnshire LEP
Lancaster House
36 Orchard Street
Lincoln
LN1 1XX

In your response please include details of the elements at stage one you are dissatisfied with. We will investigate your complaint and respond to you within 15 working days. An investigation may take longer than this but if it does we will explain the reasons why and let you know when you can expect a full reply.

In our response to your stage two complaint, we will provide contact details for the director's office in case you wish to progress your complaint to stage 3.

Stage three - If are not satisfied with the outcomes from stages one and two you can contact the director's office.

Ruth Carver, LEP Director, Greater Lincolnshire Local Enterprise Partnership

✉ ruth.carver@lincolnshire.gov.uk

☎ 01522 550540

✉ Ruth Carver

Greater Lincolnshire LEP

Lancaster House

36 Orchard Street

Lincoln

LN1 1XX

They are independent of the service you are complaining about and can carry out a full review of your complaint. It will help the investigation if you explain why you are not satisfied and what you expect from a further review. The director's office will reply within 20 working days. They will let you know if there are any delays.

The response received by the director's office will close the matter; following this the Greater Lincolnshire LEP will not enter further correspondence on the matter.

3.2 Complaint exceptions

The above process covers the general complaints and enquiries procedure for the Greater Lincolnshire LEP. We have separate procedures for a number of areas as follows:

- Complaints in relation to specific funding programmes which you may be involved in will, generally, follow the same process as outlined above. However, there may be some differences to this procedure, including the relevant evaluation panel reviewing your complaint and in these cases, if there are differences to the above procedure, the appropriate process for complaints will be notified in the relevant guidance document for the funding stream to which you are applying.
- Complaints or enquiries in relation to the Greater Lincolnshire LEP's accountable body (Lincolnshire County Council) will need to follow standard council procedures. This will include enquiries such as Freedom of Information Requests. Further detail on Lincolnshire County Council's policies can be found at www.lincolnshire.gov.uk.
- The Greater Lincolnshire LEP Board of Directors, Members and Corporate Governance framework adheres to the Articles of Association of Greater Lincolnshire Local Enterprise Partnership Limited. The Company's Articles of Association are available at www.greaterlincolnshirelep.co.uk/documents.
- We cannot investigate your complaint if it is something you knew about more than 12 months before contacting us for the first time.

3.3 Confidential reporting of complaints

The LEP is committed to creating a work environment with the highest possible standards of openness, probity and accountability. In view of this commitment we encourage employees

Greater Lincolnshire LEP Enquiries, Compliments and Complaints Procedure

Version 3

Date published: 28th February 2018

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and others with serious concerns about any aspect of the LEP's work to come forward and voice those concerns without fear of reprisal. For employees and those working closely with the LEP, please follow the whistleblowing policy on our website [*Insert hyperlink to whistleblowing procedure*]. For third parties and members of the public, please follow the confidential complaints procedure outlined below.

If a member of the public or third party believes that their complaint fits the description below, they may report their concerns through the whistleblowing policy procedure [*Insert hyperlink to whistleblowing procedure*].

Whistleblowing - where an individual who has concerns about a danger, risk, contravention of rules or illegality provides useful information to address this. In doing so they are acting in the wider public interest, usually because it threatens others or impacts on public funds. By contrast, a grievance or private complaint is a dispute about the individual's own position and has no or very limited public interest.

Confidentiality

If a member of the public or a third party wants to make a confidential complaint or raise a concern, it will be treated in confidence and every effort will be made to protect the person's identity if they wish to remain anonymous. The LEP will investigate all complaints or allegations.

Anonymous allegations

We will investigate anonymous allegations but remind complainants that when people put their names to an allegation the ability to investigate and therefore reach firm conclusions is strengthened. Concerns expressed anonymously will be considered at the discretion of the LEP. When exercising this discretion the factors to be taken into account would include:

- the seriousness of the issue raised;
- the credibility of the concern; and
- the likelihood of confirming the allegation from attributable sources.

The Department of Communities and Local Government may request information arising from this process if they have concerns regarding a LEP or have been approached with similar complaints. The expectation is that this information will be provided on an anonymous basis, but it may be necessary to provide personal details to progress a complaint.

Where details are gathered, the LEP will put in place appropriate data protection arrangements in line with the [Data Protection Act 1998](#).

Confidential Complaints Procedure

The LEP is aware that our ordinary complaints procedure detailed above may not be suitable if someone wants the complaint to remain confidential. If you would like to make a confidential complaint please write or email to:

Names and contact details of the LEP Chief Executive and the LEP Chair.

Ruth Carver, LEP Director, Greater Lincolnshire Local Enterprise Partnership

✉ ruth.carver@lincolnshire.gov.uk

☎ 01522 550540

✉ Ruth Carver

Greater Lincolnshire LEP

Lancaster House

36 Orchard Street

Lincoln

LN1 1XX

State that you want the complaint to remain confidential.

Action taken by the LEP

The designated complaints officer will raise your concern and investigate the complaint. You can expect the officer to:

Contact you within 10 working days to acknowledge the complaint and discuss the appropriate course of action.

Write to you within 28 working days with findings of the investigation. If the investigation has not concluded within 28 working days, the officer will write to you to give reasons for the delay in resolving the complaint.

Take the necessary steps to rectify the issue.

If you are unhappy with the outcome of the complaint or the complaint involves those responsible for the confidential complaints procedure:

You can escalate your concerns through other organisations mentioned in the normal complaints procedure e.g. the LEP's Accountable Body which is Lincolnshire County Council.. These organisations will have their own confidentiality procedures.

If you are either unable to raise the matter with the LEP or you are dissatisfied with the action taken you can report it direct to the Cities and Local Growth Unit in the Department of Communities and Local Government and the Department of Business, Energy and Industrial Strategy, at the following email address: LEPPolicy@communities.gsi.gov.uk or by writing to LEP Policy Deputy Director, Cities and Local Growth Unit, Fry Block, 2 Marsham Street, London, SW1P 4DF. You should clearly mark your email or letter as "Official - complaints".



Whistleblowing Policy

Greater Lincolnshire Local Enterprise Partnership

January 2018

Control

Responsible Officer:

LEP Director

Consultation:	GLLEP Board
Date:	31 January 2018
Review Arrangements:	Every Three Years

Introduction

At Greater Lincolnshire LEP we want to make sure that we are providing excellent services to the residents and businesses of Lincolnshire. Our staff, board members, partners and contractors have an important role to play in achieving this goal and we expect everyone to be committed to our high standards of service which are based on the principles of honesty, openness and accountability.

We know that we face the risk that something may go wrong or that someone may ignore our policies, our procedures or the law resulting in some very serious consequences. Experience shows that staff, or others who work on behalf of an organisation, often have worries or suspicions and could, by reporting their concerns at an early stage, help put things right or identify and stop potential wrongdoing.

A Discloser is the person who is the whistle-blower. They might be an employee, a LEP Board Member, a contractor or a third party. This procedure 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 Directors and staff. The Standards in Public Life include the principles of; integrity, honesty, objectivity, accountability, openness, honesty, leadership and impartiality.

In particular LEP Board Directors, as the key decision makers of the LEP, have a right and a responsibility to speak up and report behaviour that contravenes these values. It is important that this procedure is followed when raising any concerns, to ensure that the matter is dealt with correctly.

We want individuals to feel that it is safe and acceptable to share concerns so that we can investigate and take action as soon as possible. We recognise that a discloser may be worried about reporting for a number of reasons:

- fear of reprisal or victimisation (e.g. loss of job)
- too much to lose (reputation, damage to career etc)
- feelings of disloyalty
- worries about who may be involved
- no proof only suspicions
- fear of repercussions if there is no evidence

The LEP welcomes all genuine concerns and will treat all issues raised seriously - this policy explains how to raise a concern, the types of activity you should report, the protection that can be provided, confidentiality, our response and how you can take matters further, if necessary.

We will not tolerate any harassment or victimisation and we will take action to protect those who raise concerns. UK law protects employees from dismissal, harassment or victimisation if such treatment occurs as a result of having made a whistle-blowing disclosure considered to be in the public interest. In addition to the employer's liability, the individual who subjects the employee to such treatment may also be held personally liable. You may be a member of the public with concerns or information which you think we should know about or look into. You should, however, follow the Enquiries and Complaints Procedure if your concern is about a particular service that we have provided you.

Definitions

This document uses the following definitions:

- *Whistleblowing* - where an individual who has concerns about a danger, risk, contravention of rules or illegality provides useful information to address this. In doing so they are acting in the wider public interest, usually because it threatens others or impacts on public funds. By contrast, a grievance or private complaint is a dispute about the individual's own position and has no or very limited public interest.
- *The LEP – Greater Lincolnshire Local Enterprise Partnership*
- *Discloser* – this is the person who is the whistle-blower. They might be an employee, a Greater Lincolnshire LEP Board Member, a contractor or a third party.
- *Responsible Officer* - this is the person, appointed by the Greater Lincolnshire LEP Board, with overall responsibility for maintaining and operating this whistleblowing policy. They will maintain a record of concerns raised and the outcomes (but will do so in a form that does not endanger confidentiality) and will report as necessary to the Greater Lincolnshire LEP Chief Executive and the Greater Lincolnshire LEP Board. Their name is Ruth Carver and their contact details are Ruth.Carver@lincolnshire.gov.uk 01522 553003. If the concern relates to the Responsible Officer then in the alternative the concern should be raised with the Cities and Local Growth Unit in the Department of Communities and Local Government and the Department of Business Energy and Industrial Strategy, at the following email address: LEPPolicy@communities.gsi.gov.uk or by writing to: LEP Policy Deputy Director, Cities and Local Growth Unit, Fry Block, 2 Marsham Street, London, SW1P 4DF. You should clearly mark your email or letter as "Official - whistleblowing".
- *Relevant Concern* – something the Discloser has been asked to do, or is aware of which they consider to be wrong-doing and is in the public interest.

Scope

You can use our Whistleblowing arrangements if you are: an employee, a board member, a contractor, partner or member of the public. Our policy also applies to agency staff, contractor staff and suppliers providing goods or services to, or on behalf of, the Greater Lincolnshire LEP. The Greater Lincolnshire LEP is committed to creating a work environment with the highest possible standards of openness, probity and accountability. In view of this commitment, we encourage Disclosers with serious concerns about the work of the LEP to come forward and voice their concerns without fear of reprisal.

Disclosers should note that where the concern is one that might fall under the greater Lincolnshire LEP's staff or work force policies on equality and diversity or harassment and bullying or other staff policies, they should consider using the reporting mechanisms for those other policies first

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

The Greater Lincolnshire LEP has a pre-existing complaints procedure that in many cases will be more appropriate for third parties or members of the public to follow. Third parties or members of the public should review the separate confidential complaints procedure outlined in the LEP's complaints policy on the LEP's website first before going through the whistleblowing process.

However, if a member of the public or third party believes that their complaint fits the description of a 'relevant concern' outlined below, they may report their concerns through the whistleblowing policy procedure.

Policy Statement

The Greater Lincolnshire LEP acknowledges that Disclosers may often be the first people to realise that there may be something seriously wrong within the organisation.

This policy aims to:

- Encourage people to feel confident about raising serious concerns and to question and act upon their concerns without fear of victimisation or harassment;
- Provide avenues for Disclosers to raise those concerns and receive feedback on any action taken;
- Allow Disclosers to take the matter further if they are dissatisfied with the LEP's response; and
- Reassure all Disclosers, employees in particular who may have specific concerns about their position and employment status in the LEP, that they will be protected from possible reprisals or victimisation if they have a reasonable belief that they have made any disclosure in the public interest.

What is a relevant concern?

If a Discloser is asked to do something, or is aware of the actions of another, which they consider to be wrongdoing, they can raise it using this procedure. The Discloser must have a reasonable belief that raising the concern is in the public interest.

A Discloser may decide to raise a concern under the whistleblowing policy if they are aware of a situation that they feel:

- is against the LEP's procedures and protocols as set out in its code of conduct and individual LEP Assurance Framework;
- falls below established standards of practice the LEP subscribes to;
- amounts to improper conduct; or
- is an abuse of power for personal gain.

The types of matters regarded as a relevant concern for the purpose of this procedure include, but are not limited to, the following:

- Fraud or financial irregularity
- Corruption, bribery or blackmail
- Other Criminal offences
- Failure to comply with a legal or regulatory duty or obligation
- Miscarriage of justice
- Endangering the health or safety of any individual
- Endangering the environment
- Improper use of authority

- Concealment of any of the above.
- A breach of our Code of Conduct
- sexual, physical or verbal abuse of our clients, employees or public
- unauthorised use of public funds

Disclosers should not raise malicious or vexatious concerns, nor should they raise knowingly untrue concerns. In addition, this procedure should not be used to raise concerns of a HR/personal nature, for example, complaints relating to a management decision or terms and conditions of employment. These matters should be dealt with using the relevant alternative procedure, for example, the Greater Lincolnshire LEP grievance procedure. Equally, this policy would not apply to matters of individual conscience where there is no suggestion of wrongdoing by the LEP but, for example, an employee or Greater Lincolnshire LEP Board Member is required to act in a way which conflicts with a deeply held personal belief.

Safeguards

The [Public Interest Disclosure Act \(1999\)](#) gives legal protection to employees against being dismissed or penalised by their employers as a result of publicly disclosing certain serious concerns. The LEP believes that no member of staff should be at a disadvantage because they raise a legitimate concern.

The Greater Lincolnshire LEP will not tolerate harassment or victimisation and will take action to protect Disclosers when they raise a concern in the public interest.

Anonymous or untrue allegations

The LEP does not encourage anonymous reporting as the concerns are more difficult to investigate and are generally less powerful. Anonymous whistleblowing referrals will be considered at the discretion of the officers handling the concern. This discretion will be based on the:

- seriousness of the issues raised
- credibility of the concern
- likelihood of confirming the allegation from an attributable source
- evidence base

It may be that our investigations do not confirm the allegation. We take all concerns seriously and no action will be taken against a discloser who has raised a concern in the genuine belief that it is, or may be, true. If we find that the discloser has maliciously made a false allegation we will take action and they will not be eligible for protection under PIDA.

Raising a concern

If a Discloser experiences something in the workplace which they consider a relevant concern, it is important that the concern is raised as early as possible. Proof is not required at this point – it is for the Greater Lincolnshire LEP to investigate. The Discloser must, however, have a reasonable belief that disclosing the information is in the public interest before raising a concern.

All concerns will be treated in confidence and every effort will be made to protect the Discloser's identity if they wish to remain anonymous. However, at the appropriate time, it is possible that the Discloser will need to come forward as a witness for the matter to progress.

It is important to follow the correct procedure when raising a whistleblowing concern. The following steps should be adhered to:

- a. It is important that the concern is raised with the person best placed to deal with the matter, in most cases this will be the Responsible Officer. However, the Discloser may want to raise the concern with someone they know and trust, such as their line manager who can raise it with the Responsible Officer on their behalf.
- b. If it is suspected that the concern may implicate the line manager in some way, then it could be raised with a more senior manager in the line management chain.
- c. If the Discloser is unable to raise a relevant concern with a line manager or a senior manager or feel that it has not been adequately addressed, it should be raised directly with the Responsible Officer.
- d. Ultimately, the Discloser can raise their concern with the LEP Chief Executive.

Information needed to raise a concern

When raising a concern under the procedure the Discloser should try to provide the following information:

- the background and reason behind the concern
- whether they have already raised a concern with anyone and the response
- any relevant dates when actions related to the concern took place.

This information should demonstrate that there are reasonable grounds for the concern to be acted upon. It is important that matters are not investigated by the Discloser themselves.

If applicable, personal interests must be declared from the outset.

How the concern will be handled

All investigations will be conducted sensitively and as quickly as possible. While the Greater Lincolnshire LEP cannot guarantee that the outcome will be as the Discloser may wish, it will handle the matter fairly and in accordance with this procedure.

Once a concern has been raised with either the line manager or Responsible Officer, Senior Manager or Chief Executive, a meeting may be arranged with them to determine how the concern should be taken forward.

The LEP may decide to take the matter forward by a number of methods, including:

- An internal inquiry or other formal investigation
- An internal or external audit
- Referring the matter to the police
- Referring the matter to another relevant authority for investigation.

Before a final decision is taken on how to proceed, or as part of the investigation, the Discloser may be asked to meet with those investigating their allegation.

If a meeting is arranged, the Discloser may wish to be accompanied by a trade union representative, colleague or friend. The person who accompanies the Discloser should not be involved or have a direct interest in the area of work to which the concern relates. The meeting can be conducted over the telephone rather than face to face.

Within 10 working days of a concern being raised, the Greater Lincolnshire LEP's Responsible Officer will write to the Discloser to:

- Acknowledge that the concern has been received
- Indicate how they propose to deal with the matter
- Give an estimate of how long it will take to provide a final response
- Tell the Discloser whether any initial investigation or enquiry has been made
- Tell the Discloser whether further investigation will be made, and if not, why not.
- Tell the Discloser how frequently the LEP will keep them up to date on progress of the investigation.

The amount of contact between the LEP and the Discloser concerned will vary, depending on the concern raised, any difficult issues and any further clarity required. If necessary, the LEP will seek further information from the Discloser. The LEP will confirm when the matter is concluded and, if appropriate, the outcome of the investigation, maintaining security and confidentiality for all parties as far as possible. Throughout any investigation, the Discloser will still be expected to continue their duties/role as normal unless deemed inappropriate.

Confidentiality and anonymity

The best way to raise a concern is to do so openly, as this makes it easier for the LEP to investigate and provide feedback.

Any disclosures made under this procedure will be treated in a sensitive manner. However the Greater Lincolnshire LEP recognises that the Discloser may want to raise a concern in confidence, i.e. they may want to raise a concern on the basis that their name is not revealed without their consent.

The LEP will respect any request for confidentiality as far as possible, restricting it to a 'need to know' basis. However, if the situation arises where it is not possible to resolve the concern without revealing the Discloser (for example in matters of criminal law), the LEP will advise them before proceeding. The same considerations of confidentiality should be afforded to the recipient(s) at the centre of the concern, as far as appropriate.

The LEP always encourages potential Disclosers to speak up about potential serious wrongdoing in a way that they feel comfortable. Disclosers may choose to raise concerns anonymously, i.e. without providing their name at all. If this is the case, the investigation itself may serve to reveal the source of information. Disclosers are therefore encouraged, where possible to put their names to concerns raised. When anonymous concerns are raised, they will be treated as credible and investigated so far as possible.

Protection

If a concern is raised in the reasonable belief that it is in the public interest and procedures have been followed correctly, the Discloser raising the concern will be protected by the terms of this policy and, where applicable, by whistleblowing legislation (see [gov.uk](https://www.gov.uk) for more information on who is covered by whistleblowing legislation). Where a Discloser has been victimised for raising a

concern, Greater Lincolnshire LEP will take appropriate action against those responsible, in line with the LEP's disciplinary policy and procedures.

Changes to procedures or policy as a result of whistleblowing

If changes are made to Greater Lincolnshire LEP policies and processes as result of whistleblowing investigations, the LEP will publicise the changes as appropriate, taking into consideration the importance of protecting the anonymity and confidentiality of individuals.

Untrue allegations

If a Discloser makes an allegation but it is not confirmed by the investigation, no action will be taken against them. However, if a malicious or vexatious allegation is made without good reason to: cause trouble; for personal gain; or to discredit the LEP an investigation may take place. Where the Discloser is an employee or a LEP Board Member or a contractor this may result in disciplinary or other action if they have broken the terms of their employment, acted against the Greater Lincolnshire LEP Code of Conduct or broken a clause in a contract.

How this matter can be taken forwards if you are not satisfied

This procedure is intended to provide Disclosers with an avenue to raise legitimate concerns. If you are either unable to raise the matter with the Greater Lincolnshire LEP or you are dissatisfied with the action taken, you can report it directly to the Cities and Local Growth Unit in the Department of Communities and Local Government and the Department of Business Energy and Industrial Strategy, at the following email address: LEPPolicy@communities.gsi.gov.uk or by writing to: LEP Policy Deputy Director, Cities and Local Growth Unit, Fry Block, 2 Marsham Street, London, SW1P 4DF. You should clearly mark your email or letter as "Official - whistleblowing".

In addition, if you are either unable to raise the matter with the LEP or you are dissatisfied with the action taken you may consider raising it with:

- The police
- The relevant regulatory body or professional body
- Your Trade Union
- Your solicitor
- Your Citizens Advice Bureau

Further information and signposting for potential Disclosers is available on www.gov.uk.

If a Discloser does take the matter outside the LEP, to an external body, they should ensure they do not disclose information that is confidential, for example, if you are an employee your contract of employment may set out expectations of your regarding what is confidential.

Feedback on Whistleblowing Policy

Any feedback or comments on this policy should be directed to the Greater Lincolnshire LEP's Responsible Officer.

**CODE OF CONDUCT
of
Greater Lincolnshire Local Enterprise Partnership Limited
(Company limited by guarantee)**

LEP Director's Board

Jan 2018

Code of Conduct

1. Role of the Greater Lincolnshire Local Enterprise Partnership Ltd ('LEP')

A partnership between local authorities, the wider public sector and businesses within the Greater Lincolnshire LEP region. Its votes are to determine local economic priorities, lead economic growth and job creation within the area, be the voice of the business community and ensure that the economic interests of the area are properly represented.

2. Aspirations

To continue to make an effective contribution to the UK economy and provide real opportunities for people to live, work, invest and visit.

Through the Strategic Economic Plan by 2030 to:-

1. Create 13,000 new jobs
2. Help 22,000 businesses
3. Increase the value of the Greater Lincolnshire economy by £3.2 billion

3. Remit of the LEP Directors' board

The purpose of the Greater Lincolnshire LEP Director's Board is to provide strategic leadership and develop a long term vision of the LEP region's economy, providing strategic insight on the challenges and opportunities facing the area by setting, reviewing and refining the Strategic Economic Plan (SEP). The remit of the LEP Director's Board is to:

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

4.

a) The way in which the LEP directors' board does business

The LEP Directors' Board will endeavour to:-

- Influence by championing and lead by example;
- Be delivery focused;
- Adopt creative and enterprising solutions;
- Adopt a partnership approach to working with the private, public and third sectors;
- Share best practice; and
- Be inclusive of each locality and community in Greater Lincolnshire.

b) LEP directors' board general duties and obligations

LEP Board Directors' are required to:-

1. Act within the powers conferred on the LEP Directors' Board under the LEP's Articles of Association;
2. Act in good faith to promote the success of the LEP;

3. Exercise independent judgement;
4. Exercise reasonable care, skill and diligence;
5. Not accept benefits from third parties;
6. Avoid conflicts of interest; and
7. Declare interest in proposed transactions or arrangements.

c) Duty to act within powers

LEP Board Directors' have a duty to:-

1. Act in accordance with the LEP's Articles of Association; and
2. Only exercise powers for the purposes for which they are conferred.

Therefore every LEP Board Director must be familiar with the obligations and powers contained within the LEP's Articles of Association, LEP's Assurance Framework and Code of Conduct.

d) Duty to promote the success of the LEP directors' board

A LEP Board Director must act in the way he or she considers, in good faith, would be the most likely to promote the role of the LEP as detailed above. The term "good faith" allows LEP Board Directors' freedom to exercise commercial judgment without fear of having the courts interfering with their commercial decisions. Amongst other matters, a LEP Board Directors' must, in his or her decision making, have regard to:-

1. The likely consequences of any decision;
2. The need to foster the LEP Directors' Board's relationships with suppliers, customers and others;
3. The impact of the LEP Directors' Board's operations on the community and the environment;
4. The desirability of the LEP Directors' Board in maintaining a reputation for high standards of business conduct; and
5. The need to act fairly as between members of the LEP Directors' Board.

e) Duty to exercise independent judgement

A LEP Board Director must act independently and with integrity, ensuring that he or she is always acting in the best interests of the LEP as a whole and are not unlawfully influenced by a third party.

Certain acts of LEP Board Directors' which may conflict with that duty, these conflicts may however be expressly permitted or are capable of being authorised under the LEP's Articles of Association. Whether certain acts are permitted should always be checked very carefully and where appropriate, legal advice should be sought.

f) Duty to exercise reasonable care, skill and diligence

A LEP Board Director must exercise reasonable care, skill and diligence. This means the care, skill and diligence that would be exercised by a reasonably diligent person with:-

1. The general knowledge, skill and experience that may reasonably be expected of a person carrying out the functions carried out by the LEP Board director in relation to the LEP; and
2. The general knowledge, skill and experience that the LEP Board Director in question actually has.

The LEP Board director must, when using or authorising the use by others of the resources of the LEP, ensure that such resources are not used improperly, for political or personal purposes (including party political purposes).

g) Duty to avoid conflicts of interest

LEP Board Directors' must avoid situations where they can, or have, a direct or indirect interest that conflicts, or possibly may conflict, with the interests of the LEP. This applies in particular to the exploitation of any property, information or opportunity. It is immaterial whether the LEP could take advantage of the property, information or opportunity in question.

h) Duty not to accept benefits from third parties

LEP Board Directors' must not accept a benefit from a third party conferred by reason of:-

1. His or her being a LEP Board Director; or
2. His or her doing (or not doing) anything as LEP Board Director.

A "third party" means a person other than the LEP's Statutory Boards, an associated body corporate or a person acting on behalf of the LEP's Statutory Boards or an associated body corporate.

i) Duty to declare interest in proposed transaction or arrangement

If LEP Board Directors' are in any way, directly or indirectly, pecuniaryⁱ or non-pecuniaryⁱⁱ (including membership of any Trade Union, political party or local authority that relates to your LEP duties) interested in a proposed transaction or arrangement with the LEP, they must declare the nature and extent of that interest to the other LEP Board Directors'. The declaration must be made:-

1. At a meeting of the LEP Directors' Board; or
2. By written notice to the chair of the LEP Directors' Board.

LEP Board Directors' should review their individual register of interest before each board meeting and decision making committee meeting. If a discloseable interest has not been entered onto the LEP's register, then the member must disclose the interest at any meeting of the LEP at which they are present, provided that the matter is not a 'sensitive interest'ⁱⁱⁱ.

j) Register of LEP board directors' interests

LEP Board Directors' must, within 28 days of taking office as a LEP Board Director, notify their LEP Chief Executive and Accountable Body's S151/S73 Officer of any:-

1. Disclosable pecuniary interest, where the pecuniary interest is theirs or their spouse's or civil partner's, or is the pecuniary interest of somebody with whom they are living with as a spouse, or as if they were civil partners.
2. Non-pecuniary interest which their LEP has decided should be included in the register or which their LEP consider should be included if they are to fulfil their duty to act in conformity with the Seven Principles of Public Life. These non-pecuniary interests will necessarily include their membership of any Trade Union.

Following any disclosure of an interest not on the LEP register or the subject of pending notification, the LEP Board Director must notify the LEP Chief Executive and S151/S73 Officer of the interest within 28 days beginning with the date of disclosure.

Unless dispensation has been granted, LEP Board Directors' must not participate in any discussion of, vote on, or discharge any function related to any matter in which they have a pecuniary interest. Additionally, LEP Directors' Board members must observe the restrictions their LEP places on their involvement in matters where they have a pecuniary or non-pecuniary interest as defined by their LEP.

k) Other duties

LEP Board Directors' must also remember that they are subject to other duties other than those mentioned above including, for example:

1. The principles laid down by the Committee on Standards in Public Life (Nolan Committee) for those holding public office, namely:-
 - Selflessness;
 - Integrity;
 - Objectivity;
 - Accountability;
 - Openness;
 - Honesty; and
 - Leadership.
2. Health and safety legislation.
3. Duties in relation to preparation of accounts.
4. The need to have regard to the LEP's Statutory Board's creditors in circumstances of threatened insolvency.

I) Summary of guidance for LEP board directors'

In summary of the above, LEP Board Directors' should ensure that at all times they:

1. Act in the LEP's best interests, taking everything they think relevant into account.
2. Obey the LEP's Articles of Association and decisions taken under it.
3. Are honest, and remember that the LEP Directors' Board's property belongs to it, and not to them or its shareholders (if any).
4. Are diligent, careful and well-informed about the LEP Directors' Board's affairs. If they have any special skills or experience, use them.
5. Make sure the LEP Directors' Board keeps records of their decisions.
6. Remember that they remain responsible for the work they give to others.
7. Avoid situations where their interests conflict with those of the LEP Directors' Board's. When in doubt, disclose potential conflicts quickly.
8. Seek external advice where necessary, particularly if the LEP is ever in financial difficulty.

LEP Board Directors' may take, in the furtherance of their duties, independent professional advice if necessary and agreed by other LEP Board Directors', at the LEP's expense.

All LEP Board Directors' should bring an independent judgement to bear on issues of strategy, performance, resources (including key appointments), and standards of conduct.

5. LEP board directors' remuneration

LEP Board Directors' shall not be remunerated although they may be paid all reasonable travel, hotel, and other expenses properly incurred by them in connection with their attendance at meetings of LEP Directors' or otherwise in connection with the discharge of their duties in line with the LEP travel and expenses policy. All other potential expenses likely to be incurred by LEP Board Directors' must be made known to the LEP Secretariat beforehand and duly authorised before reimbursement. LEP Board Directors' may take, in the furtherance of their duties, independent professional advice if necessary and agreed by other LEP Board Directors' at a Board Meeting, at the Board's expense.

All LEP Board Directors' should bring an independent judgement to bear on issues of strategy, performance, resources, including key appointments, and standards of conduct.

AGREEMENT

As a LEP Board Director

I AGREE TO OBSERVE THE GENERAL DUTIES AND OBLIGATIONS SET OUT IN THIS CODE OF CONDUCT TO THE BEST OF MY ABILITY AND TO CO-OPERATE WITH THE DISCIPLINARY PROCEDURE SHOULD ANY COMPLAINT BE RAISED AGAINST ME.

Signature.....

Name.....

Date.....

ⁱ For the purposes of this guidance, we are using the definition of a pecuniary interest as set out in the [Localism Act 2011](#) and The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012. A pecuniary interest in a matter is one where there is a reasonable likelihood or expectation of appreciable financial loss or gain

ⁱⁱ A Non-Pecuniary interest is any interest which is not listed in the [Schedule to The Relevant Authorities \(Disclosable Pecuniary Interests\) Regulations 2012 \(No.1464\)](#). Non-pecuniary interests do not have a financial or other material component. (They may arise from personal or family relationships or involvement in sporting, social or cultural activities.)

ⁱⁱⁱ A 'sensitive interest' is described in the [Localism Act 2011](#) as a member or co-opted member of an authority having an interest, and the nature of the interest being such that the member or co-opted member, and the authority's monitoring officer, consider that disclosure of the details of the interest could lead to the member or co-opted member, or a person connected with the member or co-opted member, being subject to violence or intimidation.

**Greater Lincolnshire LEP
Director's Board & Spouses**

For governance requirements
Published

REGISTER OF INTEREST

DECLARATION OF INTERESTS

I _____ (full name in block capitals)

as Board Director of the Greater Lincolnshire LEP Directors' Board,

give notice that I have set out below under the appropriate headings my interests which are required to be declared in accordance with governmental regulations. I have put 'none' where I have no such interests under any heading.

Feb 2018 to March 2019

As a Board Director of the Greater Lincolnshire LEP Local Enterprise Partnership (LEP), I declare that I have the following disclosable pecuniaryⁱ and/or non-pecuniaryⁱⁱ interests. (

Please state 'None' where appropriate, do not leave any boxes blank).

NOTIFICATION OF CHANGE OF CIRCUMSTANCES

Each member shall review their individual register of interests before each board meeting and decision making committee meeting where applicable, submitting any necessary revisions to the LEP and S151/S73 Officer at the start of the meeting.

Even if a meeting has not taken place a Member must, within 28 days of becoming aware of any change to the interests specified below, provide written notification to the LEP and S151/S73 Officer, of that change.

***SPOUSE/PARTNER** – In the notice below my spouse or partner means anyone who meets the definition in the [Localism Act](#), i.e. my spouse or civil partner, or a person with whom I am living as a spouse or a person with whom I am living as if we are civil partners, and I am aware that that person has the interest having carried out a reasonable level of investigation. Where your spouse or partner has recently been involved in any activity which would have been declarable, this should be mentioned, with the date the activity ended.

SECTION 1	ANY EMPLOYMENT, OFFICE, TRADE, PROFESSION OR VOCATION CARRIED ON FOR PROFIT OR GAIN	MYSELF	SPOUSE/ PARTNER
1.1	Name of: <ul style="list-style-type: none"> - your employer(s) - any business carried on by you - any other role in which you receive remuneration (this includes remunerated roles such as councillors) 		
1.2	Description of employment or business activity		
1.3	The name of any firm in which you are a partner.		
1.4	The name of any company for which you are a remunerated director		
SECTION 2	SPONSORSHIP	MYSELF	SPOUSE/ PARTNER
1.1.1 2.1	Any financial benefit obtained (other than from the LEP) which is paid as a result of carrying out duties as a Member. This includes any payment or financial benefit from a Trade Union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992 (a)		
SECTION 3	CONTRACTS	MYSELF	SPOUSE/ PARTNER
	Any contract for goods, works or services with the LEP which has not been fully discharged by any organisation named at 1.1.		
	Any contract for goods, works or services entered into by any organisation named at 1.1 where either party is likely to have a commercial interest in the outcome of the business being decided by the LEP in the forthcoming meeting.		
SECTION 4	LAND OR PROPERTY	MYSELF	SPOUSE/ PARTNER
	Any beneficial interest you or any organisation listed at 1.1 may have in land or property which is likely to be affected by a decision made by the LEP in the forthcoming meeting. This would include, within the area of the LEP:		

	<ul style="list-style-type: none"> Any beneficial interest in any land in the LEP areas, including your place(s) of residency Any tenancy where the landlord is the LEP and the tenant is a body in which relevant person has a beneficial interest Any licence for a month or longer to occupy land owned by the LEP <p>For property interests, please state the first part of the postcode and the Local Authority where the property resides. If you own/lease more than one property in a single postcode area, please state this.</p>		
SECTION 5	SECURITIES	MYSELF	SPOUSE/ PARTNER
5.1	<p>Any beneficial interest in securities of an organisation under 1.1 where:-</p> <p>(a) that body (to my knowledge) has a place of business or land in the area of the LEP; and</p> <p>(b) either –</p> <p>(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which has a beneficial interest exceeds one hundredth of the total issued share capital of that class.</p>		
SECTION 6	GIFTS AND HOSPITALITY	MYSELF	SPOUSE/ PARTNER
	Any gifts and/or hospitality received as a result of membership of the LEP (above the value of £25)		

OTHER INTERESTS

Membership of Organisations

I am a member of, or I am in a position of general control, a trustee of, or participate in the management of:

- Any body to which I have been appointed or nominated by the LEP:

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2. Any body exercising functions of a public nature (eg school governing body or another LEP):

--

3. Any body directed to charitable purposes:

--

4. Any body, one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union):

--

5. Any local authority (please state any interests you hold as LA leaders/cabinet members for LA land, resources and the LA's commercial interests):

--

6. Any other interest which I hold which might reasonably be likely to be perceived as affecting my conduct or influencing my actions in relation to my role.

--

MEMBER'S DECLARATION AND SIGNATURE

I confirm that having carried out reasonable investigation, the information given above is a true and accurate record of my relevant interests, given in good faith and to the best of my knowledge;

Date	
Member's Name (Capitals – in full)	
Signature	
Date	
Spouse/ partner's Name (Capitals – in full)	
Signature	

RECEIPT BY LEP

Date received by the LEP	
Signature of LEP Chief Executive	

RECEIPT BY S151/S73 OFFICER

Date received by the S151/S73 Officer	
Signature of S151/S73 Officer	

ⁱ For the purposes of this guidance, we are using the definition of a pecuniary interest as set out in the [Localism Act 2011](#) and The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012. A pecuniary interest in a matter is one where there is a reasonable likelihood or expectation of appreciable financial loss or gain

ⁱⁱ A Non-Pecuniary interest is any interest which is not listed in the [Schedule to The Relevant Authorities \(Disclosable Pecuniary Interests\) Regulations 2012 \(No.1464\)](#). Non-pecuniary interests do not have a financial or other material component. (They may arise from personal or family relationships or involvement in sporting, social or cultural activities.)

**Greater Lincolnshire LEP
Advisory Boards & Staff**

For governance requirements
Not Published

REGISTER OF INTEREST

DECLARATION OF INTERESTS

_____ (full name in block capitals)

(delete as appropriate)

...a member of a staff / statutory or advisory board member of the Greater Lincolnshire LEP,

give notice that I have set out below under the appropriate headings my interests which are required to be declared in accordance with governmental regulations. I have put 'none' where I have no such interests under any heading.

April 2017 to March 2018

As a statutory & advisory board member/ staff member of the Greater Lincolnshire LEP Local Enterprise Partnership Ltd (LEP), I declare that I have the following disclosable pecuniaryⁱ and/or non-pecuniaryⁱⁱ interests. *(Please state 'None' where appropriate, do not leave any boxes blank).*

NOTIFICATION OF CHANGE OF CIRCUMSTANCES

Each member shall review their individual register of interests before each board meeting and decision making committee meeting where applicable, submitting any necessary revisions to the LEP and S151/S73 Officer at the start of the meeting.

Even if a meeting has not taken place a Member must, within 28 days of becoming aware of any change to the interests specified below, provide written notification to the LEP and S151/S73 Officer, of that change.

SECTION 1	ANY EMPLOYMENT, OFFICE, TRADE, PROFESSION OR VOCATION CARRIED ON FOR PROFIT OR GAIN	MYSELF
1.1	Name of: <ul style="list-style-type: none"> - your employer(s) - any business carried on by you - any other role in which you receive remuneration (this includes remunerated roles such as councillors) 	
1.2	Description of employment or business activity	
1.3	The name of any firm in which you are a partner.	
1.4	The name of any company for which you are a remunerated director	
SECTION 2	SPONSORSHIP	MYSELF
1.1.1 2.1	Any financial benefit obtained (other than from the LEP) which is paid as a result of carrying out duties as a Member. This includes any payment or financial benefit from a Trade Union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992 (a)	
SECTION 3	CONTRACTS	MYSELF
	Any contract for goods, works or services with the LEP which has not been fully discharged by any organisation named at 1.1.	
	Any contract for goods, works or services entered into by any organisation named at 1.1	

	where either party is likely to have a commercial interest in the outcome of the business being decided by the LEP in the forthcoming meeting.	
SECTION 4	LAND OR PROPERTY	MYSELF
	<p>Any beneficial interest you or any organisation listed at 1.1 may have in land or property which is likely to be affected by a decision made by the LEP in the forthcoming meeting.</p> <p>This would include, within the area of the LEP:</p> <ul style="list-style-type: none"> ○ Any beneficial interest in any land in the LEP areas, including your place(s) of residency ○ Any tenancy where the landlord is the LEP and the tenant is a body in which relevant person has a beneficial interest ○ Any licence for a month or longer to occupy land owned by the LEP <p>For property interests, please state the first part of the postcode and the Local Authority where the property resides. If you own/lease more than one property in a single postcode area, please state this.</p>	
SECTION 5	SECURITIES	MYSELF
5.1	<p>Any beneficial interest in securities of an organisation under 1.1 where:-</p> <p>(a) that body (to my knowledge) has a place of business or land in the area of the LEP; and</p> <p>(b) either –</p> <p>(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which has a beneficial interest exceeds one hundredth of the total issued share capital of that class.</p>	
SECTION 6	GIFTS AND HOSPITALITY	MYSELF
	Any gifts and/or hospitality received as a result of membership of the LEP (above the value of £25)	

OTHER INTERESTS

Membership of Organisations

I am a member of, or I am in a position of general control, a trustee of, or participate in the management of:

1. Any body to which I have been appointed or nominated by the LEP:

--

2. Any body exercising functions of a public nature (eg school governing body or another LEP):

--

3. Any body directed to charitable purposes:

--

4. Any body, one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union):

--

5. Any local authority (please state any interests you hold as LA leaders/cabinet members for LA land, resources and the LA's commercial interests):

--

6. Any other interest which I hold which might reasonably be likely to be perceived as affecting my conduct or influencing my actions in relation to my role.

--

MEMBER'S DECLARATION AND SIGNATURE

I confirm that having carried out reasonable investigation, the information given above is a true and accurate record of my relevant interests, given in good faith and to the best of my knowledge;

Date	
Member's Name (Capitals – in full)	
Signature	

RECEIPT BY LEP

Date received by the LEP	
Signature of LEP Chief Executive	

RECEIPT BY S151/S73 OFFICER

Date received by the S151/S73 Officer	
Signature of S151/S73 Officer	

ⁱ For the purposes of this guidance, we are using the definition of a pecuniary interest as set out in the [Localism Act 2011](#) and The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012. A pecuniary interest in a matter is one where there is a reasonable likelihood or expectation of appreciable financial loss or gain

ⁱⁱ A Non-Pecuniary interest is any interest which is not listed in the [Schedule to The Relevant Authorities \(Disclosable Pecuniary Interests\) Regulations 2012 \(No.1464\)](#). Non-pecuniary interests do not have a financial or other material component. (They may arise from personal or family relationships or involvement in sporting, social or cultural activities.)

