



GREATER LINCOLNSHIRE LEP

Local Growth Assurance Framework

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EXECUTIVE SUMMARY

The **Greater Lincolnshire Local Enterprise Partnership (GLLEP)** Assurance Framework details how the GLLEP and its Accountable Body (Lincolnshire County Council) is working with Government to provide assurances and transparency in developing robust value for money projects and programmes, making decisions and spending government funds. The framework currently covers the Growth Deals announced in July 2014, January 2015 and March 2017, and the Getting Building Fund, but will also apply to future growth deal allocations. It also provides detail on a number of other funding streams including Invest and Grow and Greater Lincolnshire Growth Fund.

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

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

The purpose of the GLLEP is to provide strategic leadership and develop a long-term vision of the GLLEP Region's economy, providing strategic insight on the challenges and opportunities facing the area.

The [Strengthened Local Enterprise Partnerships](#) set out that LEPs should focus on four activities:

- **Strategy:** Developing an evidence-based Local Industrial Strategy that identifies local strengths and challenges, future opportunities and the action needed to boost productivity, earning power and competitiveness across their area;
- **Allocation of funds:** Identifying and developing investment opportunities; prioritising the award of local growth funding, and monitoring and evaluation the impacts of its activities to improve productivity across the local economy;
- **Co-ordination:** using their convening power, for example to co-ordinate responses to economic shocks, and bringing together partners from the private, public and third sectors; and
- **Advocacy:** collaborating with a wide range of local partners to act as an informed and independent voice for their area.

This assurance framework details how the GLLEP complies with the requirements of the:

- National Local Growth Assurance Framework (September 2021),
- Non-Executive Director Review into LEP Governance and Transparency (the Mary Ney Review - October 2017)
- LEP Governance and Transparency Best Practice Guidance (published in January 2018)
- Strengthened Local Enterprise Partnerships (July 2018)

This assurance framework summarises the key documents and policies that the LEP operates under. All detailed information is held on the GLLEP website www.greaterlincolnshirelep.co.uk however where appropriate we have provided direct links within the framework.

1. PURPOSE OF THE ASSURANCE FRAMEWORK

- 1.1. The aim of this document is to set out how the Greater Lincolnshire LEP (GLLEP) will use public money and how it operates transparently, with accountability and provides value for money. It has been developed following the release of Governments revised National Local Growth Assurance Framework (September 2021) which informs Local Enterprise partnerships (LEPs) on what should be included within their local assurance frameworks.
- 1.2. This revised framework builds on the previous LEP Local Assurance Framework (April 2020) and seeks to implement a common framework of understanding of the assurance required for local growth funding.
- 1.3. This assurance framework details how the GLLEP complies with the requirements of the National Assurance Framework (September 2021), Non-Executive Director Review into LEP Governance and Transparency (the Mary Ney Review - October 2017) including those addressed by the LEP Governance and Transparency Best Practice Guidance (published in January 2018) and the recommendations from Strengthened Local Enterprise Partnerships (July 2018) following the Ministerial review providing a structure for strong and transparent governance for the delivery of all government funding flowing through the LEP.
- 1.4. It is approved and signed off by the GLLEP Board and takes effect from 1 February 2022.
- 1.5. The LEP commits to updating the document in line with any further changes to the National Assurance framework or local processes. It will be reviewed annually, and any significant changes will be detailed as part of version control.
- 1.6. It should be viewed in the context of the Accountability Systems Statements for both Local Government and the Local Growth Fund which provide assurance to Government for how Local Growth Funds and wider funding routed through Local Government are allocated, and that there are robust local systems in place to ensure resources are spent with regularity, propriety, and value for money.
- 1.7. The Greater Lincolnshire Local Enterprise Partnership (LEP) is registered as a company limited by guarantee with company number: 09223395 and is a regulated company in respect of the Local Authority Members.
- 1.8. The company was incorporated with Companies House in September 2014 and complies with all statutory requirements. The registered office is County Offices, Newland, Lincoln, LN1 1YL.
- 1.9. The Executive Team to the LEP is seconded from the Accountable Body (Lincolnshire County Council). The LEP is allocated a designated office space on Floor 2 at Lancaster House, 36 Orchard Street, Lincoln, LN1 1XX. LEP staff work directly to the Board of Directors and not the Accountable Body.

2. THE SEVEN PRINCIPLES OF PUBLIC LIFE

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

2.1.1. **Selflessness** - Greater Lincolnshire LEP will act solely in terms of public interest.

2.1.2. **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.

2.1.3. **Objectivity** - Greater Lincolnshire LEP will act and take decisions impartially, fairly and on merit, using the best evidence, without discrimination or bias.

2.1.4. **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.

2.1.5. **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.

2.1.6. **Honesty** - Greater Lincolnshire LEP will be truthful at all times.

2.1.7. **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.

3. LEP GOVERNANCE

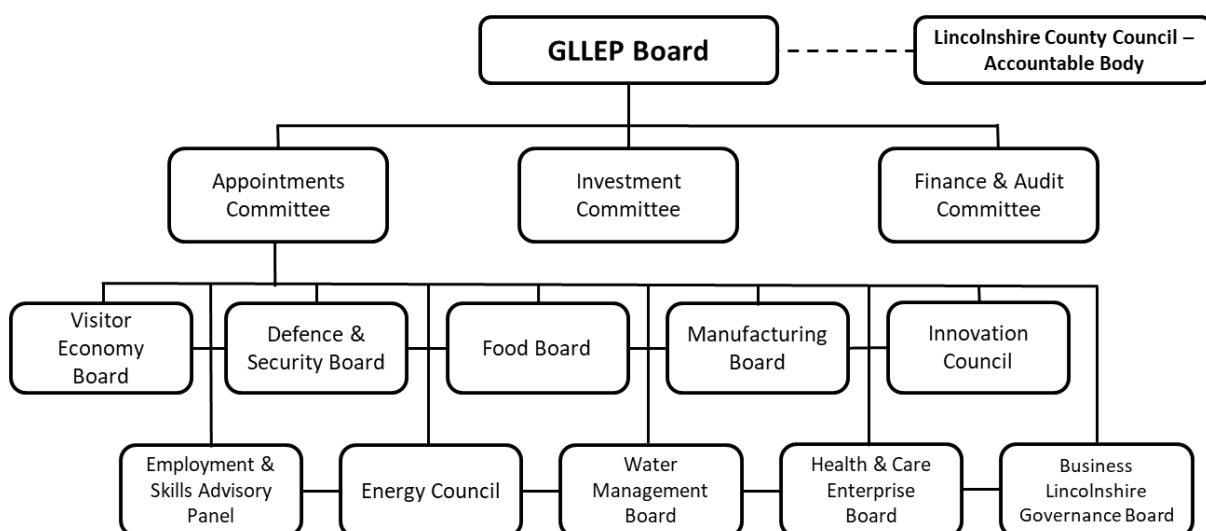
3.1. The LEP and its governance structures set the vision and outcome that steer the allocation of resources and ensure that we continue to deliver against our strategic objectives.

3.2. 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.

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

- 3.4. The GLLEP Board is also supported by strategic advisory committees covering water management; visitor economy; agri-food; manufacturing; defence & security; innovation; energy; and health & care enterprise; 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.
- 3.5. The GLLEP Board is accountable for all the decisions and actions taken by GLLEP. The scheme of delegation ([Policy14 Scheme of Delegation](#)) sets out the main responsibilities of the organisation and the level to which they are delegated. The scheme of delegation is part of a suite of LEP governance documents including Local Assurance Framework, Articles of Association, terms of reference for sub-boards and sub-committees, and agreement between Lincolnshire County Council (Accountable Body) and the LEP. Any decision which is made in contravention of the governance process will be invalid on the basis of non-compliance unless the Board has given prior approval for variation in the decision-making process.
- 3.6. The chart below sets out the top level governance structure. Details of each group's roles and responsibilities, including governance arrangements, are available in their Terms of Reference on the [GLLEP website](#).



- 3.7. 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:
- 3.7.1. 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;
 - 3.7.2. Champion the GLLEP Region's economic vision and promote bold solutions;
 - 3.7.3. Communicate with the business community and other stakeholders around economic growth;
 - 3.7.4. Share knowledge practice and intelligence within the GLLEP Region; and
 - 3.7.5. 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.
- 3.8. A full up to date list of LEP Board membership can be found here [LEP Board Membership](#). Each board member has a completed register of interest, and this can be found by clicking on individual names on the link provided above. The Terms of reference of the board are also included on the main board page, including the attendance required for a meeting to be quorate.
- 3.9. The LEP Chair ([Reference 3 LEP Chair Role](#)) and the LEP Deputy Chair ([Reference 4 LEP Deputy Chair Role](#)) have clearly identified responsibilities.

4. INVESTMENT BOARD

- 4.1. The Investment Board is a decision-making board. Their role is to make funding decisions to develop programmes and projects that deliver the Strategic Economic Plan and Local Industrial Strategy. This will be achieved through:
- 4.1.1. Provision of a strategic assessment of proposed bidding rounds (Invitations to Apply for Grant Funding);
 - 4.1.2. Provision of a final strategic assessment of projects and recommendations to the GLLEP Board on which projects should be approved for funding;
 - 4.1.3. Monitoring, approving and reporting to the GLLEP Board the progress of projects in delivering outputs and other performance indicators including spend.
 - 4.1.4. Democratic accountability (members representing public and private sector)
- 4.2. The Investment Board consists of directors from the main LEP Board, and a list can be found here [Investment Board Membership](#)

- 4.3. The Committee supports the delivery of the £123m European funding allocation to deliver the GLLEP ESIF Strategy.
- 4.4. The Committee also assists the European Agricultural Fund for Rural Development (EAFRD) Managing Authority 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 Department of Environment, Food and Rural affairs (DEFRA) to the ESIF Sub Area Committee trades union, education and others. This Committee is responsible for advising Managing Authorities on projects meeting EU funding criteria to the Investment Board.

5. FINANCE AND AUDIT COMMITTEE

- 5.1. 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.
- 5.2. The Terms of Reference for the Finance and Audit Committee, along with the membership, are published on the website. [Finance and Audit Committee](#)
- 5.3. The Finance and Audit Committee reviews overall risk to the LEP. The risk register is discussed and updated at each meeting and can be viewed within the papers on the GLLEP website.

6. APPOINTMENTS COMMITTEE

- 6.1. 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 and Strategic Advisory Board members to consider. Membership consists of the Chair of the Finance Committee, Chair of the Employment and Skills Board and the Chair of the GLLEP. The appointments process can be found here [Appointments Committee](#)
- 6.2. Directors are normally appointed for no more than three-year terms and can apply for two further terms of three years, making a maximum of nine years. Full details are included in [Policy15 Appointment of LEP Board Directors and Members](#). The policy also highlights the arrangements for the resignation of board members and appropriate actions to ensure continued functioning Boards. Upcoming vacancies are widely advertised using the GLLEP website, press release and social media channels.

7. GLLEP GOVERNANCE PARTNERSHIPS

- 7.1. Strategic Advisory Committees have been established to support the decision making of the LEP. They are LEP agenda led, but having input from the public, private, and third sectors having the remit of a variety of key themes including key sector and business development; employment and skills; innovation; and place.
- 7.2. The terms of reference for the strategic advisory committees are reviewed periodically by the LEP Board and are published on the LEP website. Each group reports into the LEP board at least annually.

8. GLLEP EXECUTIVE TEAM

- 8.1. The LEP boards and Strategic Advisory Boards are supported by the GLLEP team who provide administrative, secretariat and policy functions. Full team details can be found on the LEP website [team page](#).
- 8.2. The team currently consists of:
 - 8.2.1. Chief Executive
 - 8.2.2. Policy & Research Executive Manager and team
 - 8.2.3. Employment & Skills Manager and team
 - 8.2.4. Operations & Delivery Executive Manager and team
 - 8.2.5. Projects & Programmes Executive Manager
 - 8.2.6. Comms & Operations Manager
 - 8.2.7. LEP PA
- 8.3. 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.
- 8.4. Executive Team - 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.
- 8.5. The Executive Team is funded by the Government core LEP funding and financial contributions of the local authority and other partners. Salaries of senior staff will be published in line with the Localism Act 2011.

- 8.6. The Executive Team organises LEP policy advice, analysis and briefings from within the local authorities and wider stakeholders. This is coordinated through the Greater Lincolnshire Joint Intelligence Strategy Group which includes representatives from North East Lincolnshire, North Lincolnshire, Lincolnshire County Council (LCC - various departments), CLGU (Cities and Local Growth Unit), a representative from the District Council and Rutland County Council. The LEP also has quarterly 1:1 meetings with economy leads across all local authorities in the LEP area.
- 8.7. There is a strong relationship between the GLLEP's leadership of local economic development and that of local government. The GLLEP works closely with local authority partners to ensure that the democratic representation of local citizens through councils is reflected in the GLLEP Board and local strategies are aligned.

9. INDUCTION AND TRAINING

- 9.1. An induction process for new board members following endorsement by the Director's Board is in place and consists of:
- 9.1.1. **Part 1** - Receipt of an E-welcome pack to include LEP Articles; Directors Code of Conduct and Declaration of Interest forms; Terms of Reference; links to governance and other sector-specific areas on the website; provided with annual Board meeting dates and venues; and an invitation to attend an induction.
 - 9.1.2. **Part 2** - New Directors are welcomed to the LEP offices and introduced to relevant staff. Directors are asked to bring their completed declarations to the induction meeting and are then taken through an introduction to the LEP.
- 9.2. Hard copy packs are provided with the latest key documents to include the Strategic Economic Plan and the Local Industrial Strategy. New Directors are given a short history of the LEP, its activity and future direction to include an overview of the company structures and governance, and a walk-through of the website.
- 9.3. They are briefed on the importance of their responsibilities, of making regular declarations and in maintaining updated records. They are additionally informed of any areas of focus they are likely to be involved in and asked to provide a short biography and photograph for the website. LEP Directors are supported directly by the LEP Chief Executive and by LEP staff on specific areas as appropriate.

10. EQUALITY AND DIVERSITY

- 10.1. GLLEP has its own equality and diversity policy statement in place which is located on the GLLEP website [Equality and Diversity Policy](#). The policy statement outlines the commitment that the LEP board has to equality and diversity and its compliance with the National Assurance Framework for LEPs and Mayoral Combined Authorities (MCA's).

- 10.2. A Board level equality and diversity champion is appointed, whose role is to advise the board on progress against the targets within the LEP review on equality at board and sub board level, and to bring an annual report to the LEP Board to review progress and recommend improvements for the forthcoming year. The policy statement is reviewed annually.
- 10.3. By creating an accepting and inclusive culture we will reduce the chance of discrimination and allow LEP board members and staff to feel welcome, safe and valued. Transparently diverse and welcoming organisations also attract more of the best talent and will be the reason which Directors and staff choose to work in the organisation.

11. PUBLICITY AND BRANDING GUIDELINES

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

12. CODE OF CONDUCT AND CONFLICTS OF INTEREST

- 12.1. The following provisions shall apply to members of all GLLEP decision making Boards:
 - 12.1.1. Registers of Board Members' Interests are maintained and published. These are updated after each Board Meeting.
 - 12.1.2. All Board members sign a code of conduct.

12.1.3. 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.

12.1.4. Whenever a person has an interest in a matter to be discussed at a meeting the person concerned will not be:

12.1.4.1. entitled to remain present at the meeting during discussion of that matter

12.1.4.2. counted in the quorum for that part of the meeting

12.1.4.3. entitled to vote on the matter

12.1.4.4. have access to papers or information in relation to that conflict

12.2. 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.

12.3. The GLLEP Code of Conduct and individual Registers of Interest can be found here [Code of Conduct and Register of Interest](#)

13. PUBLISHING OF INFORMATION

13.1. As part of its transparent decision making the LEP publishes all board papers, meeting minutes and agendas. These can be accessed from the front page of the GL LEP website via a bespoke button at the top right-hand side of the screen, or by clicking [LEP Boards](#)

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

13.3. The GLLEP commits to championing successes within our community, including bringing to the attention of Government local growth projects which should be recognised as innovative or examples of best practice and ensuring that stakeholders are able to make informed decisions on local growth matters.

14. FREEDOM OF INFORMATION / ENVIRONMENTAL REGULATION

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

15. ENQUIRIES, COMPLIMENTS AND COMPLAINTS PROCEDURE

- 15.1. An Enquiries, Compliments and Complaints procedure is in place for the LEP and is available for perusal on the [GLLEP website](#).

16. WHISTLEBLOWING POLICY

- 16.1. The LEP also has a formal whistleblowing policy in place which can be found [here](#).
- 16.2. This policy outlines the process to follow for a Discloser when reporting a perceived wrongdoing within the Greater Lincolnshire LEP, including something they believe goes against the core values of Standards in Public Life (the Nolan Principles) and the Code of Conduct for Greater Lincolnshire LEP Board Members and staff.

17. CONFORMING WITH LEGISLATION

- 17.1. GLLEP ensures that all 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.

18. PROVISION OF LEGAL SERVICES

- 18.1. GLLEP is represented by external legal advisors on all legal matters and benefits from Lincolnshire County Council legal services advice and support for the contracting of projects as required.
- 18.2. Legal advisors are instructed to carry out the following work:
- 18.2.1. Advising on the Annual General Meeting and preparation of notices, proxy forms and minutes;
 - 18.2.2. Filing annual returns with Companies House;
 - 18.2.3. Filing returns and accounts as and when required;
 - 18.2.4. Preparation and review of pro forma advice on duties and responsibilities of directors; and
 - 18.2.5. Advice on corporate governance and any other legal issues as and when required.

19. CONFIDENTIAL PAPERS AND LEGAL PROCEEDINGS

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

- 19.1.1. Information provided by a government department on terms which forbid the disclosure of the information to the public;
 - 19.1.2. Where disclosure to the public is prohibited by a court; or
 - 19.1.3. Where the Local Enterprise Partnership holds “exempt information” under Schedule 12A of the Local Government Act 1972. This includes information relating to an individual, relating to the financial or business affairs of a particular person, negotiations, labour relations, legal professional privilege and in connection to the investigation or prosecution of a crime.
- 19.2. 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.
- 19.3. 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
- 19.4. 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. This includes any formal decisions relating to the proceedings made by the GLLEP. Deadlines for any required legal responses are strictly adhered to.

20. DATA

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

21. RISK MANAGEMENT

- 21.1. Strategic risks are managed using a dedicated risk register. This is updated once per quarter by the Operations & Delivery Executive Manager and presented to the Finance & Audit Committee for review. Ultimate responsibility for strategic risks rests with the GLLEP Chief Executive. The GLLEP risk management plan lays out specific procedures and definitions for risk assessment and management, and escalation procedures. When required, risks are escalated to the Finance & Audit Committee, and onwards to the Board if necessary.

22. KEY STAKEHOLDERS

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

properly represented.

- 22.2. Our dedicated website [Greater Lincolnshire LEP](#) is our primary communication tool and is focused on core LEP priorities, activity, strategies and achievements.
- 22.3. We also have a bespoke dedicated web site aimed directly at our business community [www.businesslincolnshire.com](#) and a new award winning website which allows users to create tailored content to showcase the best things about living, working, visiting and investing in Lincolnshire at [Promote Lincolnshire](#)
- 22.4. The table below provides an overview of our key stakeholder local engagement:

Stakeholders	Our stakeholder list continues to grow and is currently made up of; private sector businesses, local authorities, third sector and voluntary organisations, academics and education providers, government and local government departments, elected councillors and MPs, and trade organisations.
LEP Strategic Committees	The LEP has a series of strategic advisory boards made up of expert members of Greater Lincolnshire's priority sectors and themes. These board members received monthly communications, invitations to events, and are called upon to undertake task and finish activity or to speak or to make recommendations on activity in their area of knowledge. We now have over 120 members from the private sector across all our boards who are recognised as important ambassadors for LEP activity.
Local authorities	The Greater Lincolnshire LEP Directors' Board includes the political leaders of the LEP area's three upper tier authorities (Lincolnshire County, North Lincolnshire and North East Lincolnshire) as well as representatives from the Lincolnshire Districts. In addition, senior officers meet regularly with Local Authority Leaders and elected representatives across the LEP area, to ensure areas of importance to local authorities are captured and addressed, and to ensure strategic activity is aligned.

Business	At the heart of economic growth lies a supportive and proud business community, willing to champion our diverse and flourishing area and eager to support each other and nurture collaborative working
Team Lincolnshire	The Team Lincolnshire initiative is that all members become ambassadors for the region, fuelling our economy and securing our future. Team Lincolnshire represents the private and public sector working together across all sectors, and it is widely recognised that collaborating together to promote the area gives us a much stronger and passionate voice.
MPs	The LEP has developed a Local MPs Engagement Plan to allocate and align Board Directors to build relationships and encourage dialogue and engagement.
Third party	Through the board and officers, the LEP has strong partnership relationships with SME bodies, the Lincolnshire Chamber of Commerce, IOD, CBI, EEF and other relevant third party and trade organisations.

23. LIVE EVENTS, CONFERENCES AND EXHIBITIONS

- 23.1. The Greater Lincolnshire LEP has one key annual stakeholder-focused event; the LEP Conference, which provides an overview of annual activity and achievements and provides the opportunity for dialogue, challenge and critique alongside acclaimed keynote speakers, and the chance to showcase new technology and innovations.
- 23.2. The LEP also delivers a number of sector specific events each year, including Team Lincolnshire activity across the UK, and exhibiting at local business events.
- 23.3. The effectiveness of our engagement is monitored using routine social media and website analytics, and via our feedback channels. We build further engagement through events including annual conference, MP Roundtables, Team Lincolnshire, and multiple strands across the Business Lincolnshire programme.

24. ANNUAL GENERAL MEETING

- 24.1. The Annual General Meeting (AGM) is the LEP's statutory company event which is held annually in the summer and invites voting company members to an overview of the activity and financial statement for the previous year. The AGM will be held on the same day as the annual conference and will be open to the public to attend.

25. PUBLICATIONS

- 25.1. A number of key sector and priority theme strategies and plans have been published including; Local Industrial Strategy; Protecting, Progressing, Prospering: Greater Lincolnshire Plan for Growth; Skills Report; Water for Growth; Agri-food Sector Plan (refresh 2017); Manufacturing Sector Plan; Health and Care Sector Plan; Utilities Report; Energy Strategy; Hotel Study; the Economy Dashboard; and the LEP Annual Report.

26. PR, COMMUNICATIONS AND MEDIA CHANNELS

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

27. NEWSLETTERS

- 27.1. Registered recipients of LEP news receive a monthly e-shot newsletter along with invitations to targeted events and workshops. Sector and theme specific newsletters are further developed as necessary, such as UK Food Valley monthly bulletins.

28. PRESS RELEASES

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

29. MARKETING CAMPAIGNS

- 29.1. Specific marketing campaigns are undertaken to achieve particular goals, such as increased engagement; board member recruitment; calls for evidence; and promoting LEP activity and events.

30. SOCIAL MEDIA

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

31. CROSS-LEP WORKING

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

- 31.1.1. Midlands LEP Chair meetings which take place twice a year
- 31.1.2. Midlands LEP Chief Executives meetings which take place once a quarter
- 31.1.3. Midlands Engine Groups which take place once a quarter
- 31.1.4. East Midlands Chairs meeting which takes place once a quarter
- 31.1.5. East Midlands Chief Executives which takes place once a quarter
- 31.2. As part of the LEP network, where wider best practice is shared and fed back in by LEP Officers attending meetings, this is at the Chief Executive level, skills leads, communications leads, data leads and sector specific groups such as Food and Drink Sector Council LEP Network.
- 31.3. The LEP Executive Team liaise and consult with the relevant officers of other LEP's whenever a project spans LEP boundaries or a mutual interest in delivery exists. Formal practices will be set out as the project progresses. The LEP Executive Team reports to the Board regularly on collaboration with other LEPs.

32. ACCOUNTABLE BODY

- 32.1. Lincolnshire County Council has agreed to act as the Greater Lincolnshire LEP's accountable body function. The LEP and Accountable Body have agreed a joint statement ([Policy13 LEP Accountable Body Statement](#)) The accountable body shall provide the following services:
 - 32.1.1. Expert advice and staffing resources
 - 32.1.2. Financial services
 - 32.1.3. Financial Audit services
 - 32.1.4. Research support
 - 32.1.5. Legal support
 - 32.1.6. Procurement framework and advice.
- 32.2. This also incorporates use of robust accountable body policies covering:
 - 32.2.1. Financial procedures and practice
 - 32.2.2. Funding drawdown and claw back
 - 32.2.3. Information governance (Freedom Of Information (FOI), Conflicts of interest, data protection, complaints)
 - 32.2.4. Local government transparency code
- 32.3. In delivering its overall service the accountable body provides the following functions to the LEP:

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

33. ROLE OF THE SECTION 151 OFFICER IN RESPECT OF THE GLLEP

- 33.1. The Section 151 Officer has financial and governance oversight of decisions made by all the Greater Lincolnshire LEP decision making Boards, on behalf of the Accountable Body. The Section 151 Officer is the Executive Director of Resources at Lincolnshire County Council, and the Accountable Body is provided by Lincolnshire County Councils Enterprise Service Area.
- 33.2. **Background:** CIPFA have developed guidance on the role of the S151 Officer [CIPFA S151 Guidance](#) All LEP's and Accountable Bodies should ensure they meet the standards set out in the guidance.
 - 33.2.1. Enshrining a corporate position for the Section 151 Officer in LEP Assurance;
 - 33.2.2. Creating a formal /structured mandate for the Section 151 Officer;
 - 33.2.3. Embedding good governance into decision making;
 - 33.2.4. Ensuring effective review of governance; and
 - 33.2.5. Ensuring appropriate skills and resourcing.
- 33.3. **Role:** The Section 151 Officer should ensure that their oversight of the proper administration of financial affairs with the LEP is carried out throughout the year. In addition to providing an assurance statement as part of the annual performance review by 28th February each year, the Section 151 officer is required to submit a letter to

the Ministry of Housing Communities & Local Government (MHCLG) Accounting Officer, which should include:

- 33.3.1. Details of the checks that the S151 Officer or deputies has taken to assure themselves that the LEP has in place the process that ensure proper administration of the financial affairs of the LEP;
 - 33.3.2. A statement outlining whether, having considered all the relevant information, the Section 151 Officer is of the opinion that the financial affairs of the LEP are being properly administered and if not;
 - 33.3.3. Information about the main concerns and recommendations about the arrangements which need to be implemented in order to get the LEP to be properly administered.
- 33.4. **Access to Information:** The Section 151 Officer is provided with full access to all LEP documents and decisions in a timely manner to enact the responsibilities listed and ensure they are provided with the opportunity to raise questions and concerns. The S151 Officer or deputy is an observer at the LEP Board, the Investment Board and the Finance and Audit Committee. Copies of all decision-making Board papers that include detailed performance reporting across all the LEP's activities are forwarded to senior management within the Accountable Body as a matter of course.
- 33.5. The S151 officer has delegated responsibility for overseeing and working with the LEP on day-to-day activities although the final sign-off of any documentation pertaining to the LEP rests solely with the Section 151 Officer. If the S151 officer determines that a decision is made without following the published decision-making process within the framework then that decision will be deemed invalid.
- 33.6. The Accountable Body ensures, through the role of the Section 151 Officer, that LEP resources are subject to the usual local authority checks and balances which include the financial duties and roles imposed on Councils. All key finance decisions made on expenditure within a period will be reported to the LEP Board. This will be included in the Board papers and, as such, the Section 151 Officer will be able to view and provide comment on to the LEP Board.
- 33.7. The LEP also works closely with the Accountable Body on the financial and legal due diligence of project investments, providing an additional layer of assurance to the Section 151 Officer and ensuring the LEP Board is appropriately advised in its independent decision-making process. The Accountable Body can exercise the power of veto over a LEP decision where this decision has the potential to expose them to legal or financial risk.
- 33.8. The Section 151 Officer also provides a statement during the Annual Conversation review with Government opining on the governance and transparency of the LEP and outlining whether the affairs of the LEP are being properly administered. In the

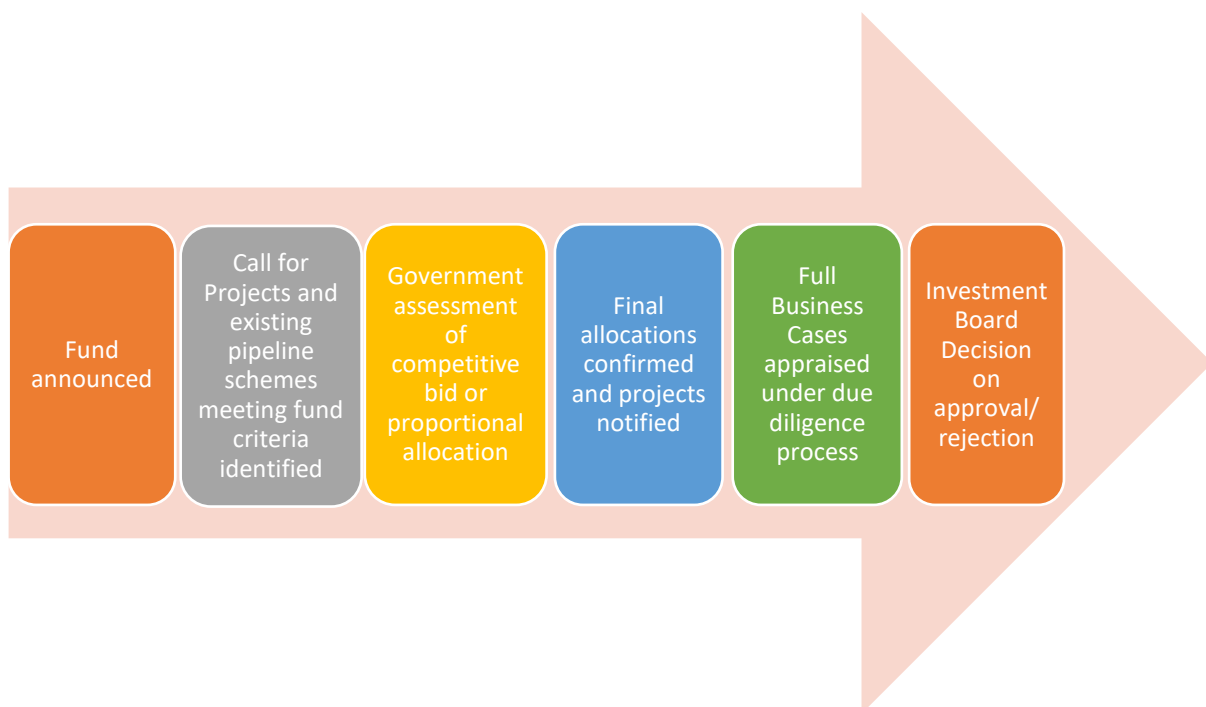
unlikely event that the Section 151 Officer is not of this view however, then they will provide information about the concerns together with recommendations and timescales about the arrangements that need to be implemented in order to rectify. This can be undertaken at any time during the year.

34. ACCOUNTABLE DECISION MAKING

- 34.1. 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.
- 34.2. Funds will be separately identifiable from the Accountable Body's own funds, and financial statements will be provided, as required. Expenditure and related income will be recorded by the Accountable Body making use of its financial system.
- 34.3. In addition to the safeguards monitored by its Internal Audit function, the Accountable Body is governed by its Audit Committee. The Audit Committee seeks assurance on the adequacy of financial controls, identification of risk and value for money through the Accountable body's External Auditor.

35. DECISION MAKING PROCESS

- 35.1. This diagram is a visual outline of the current decision-making process:



36. DUE DILIGENCE

- 36.1. 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.
- 36.2. 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.
- 36.3. The due diligence process incorporates verification of outputs and a value for money assessment. Independent legal advice is commissioned by applicants providing a report in respect of state aid in the context of investment into projects by Local Growth Deal and is used additionally to support the due diligence assessment.
- 36.4. 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.
- 36.5. 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.

37. SCOPE OF DUE DILIGENCE

- 37.1. Where there is not a specific framework in place (transport and retained schemes frameworks), projects are taken through a green book appraisal-based assessment. This due diligence appraisal is tendered externally and on a bi-annual basis by GLLEP. The following areas are covered in relation to each scheme:
 - 37.1.1. Project summary and planning status
 - 37.1.2. Funding sought and status of match funding
 - 37.1.3. Key Issues
 - 37.1.4. Strategic Fit
 - 37.1.5. Market Assessment
 - 37.1.6. Development Appraisal
 - 37.1.7. Deliverability and programme
 - 37.1.8. Mechanism for investment, state aid and legal compliance
 - 37.1.9. Procurement

- 37.1.10. Outputs and value for money
- 37.1.11. Milestones
- 37.1.12. Risk Assessment
- 37.1.13. Conditions and terms for the funding agreement
- 37.1.14. Conclusions
- 37.1.15. Recommendations

38. INVESTMENT BOARD DECISIONS

- 38.1. Investment Board meetings are held every quarter of the financial year as a minimum, but they can be arranged on a bespoke basis if required. It is essential that each meeting is quorate to enable decisions to be taken. A quorate Board consists of the Chair and one public and one private sector representative as a minimum. The minutes record clearly whether or not a board is deemed quorate.
- 38.2. Conflicts of interest are highlighted on the Agenda prior to the Investment Board meeting and the Chair then reminds attendees of any conflicts already identified and asks Board members if any other conflicts should be noted for the minutes.
- 38.3. Due diligence appraisals relating to projects that have reached full business case submission stage are presented to the Investment Board and then a discussion takes place on the project papers provided and regarding the recommendation made by LEP Officers.
- 38.4. The Investment Board then decides whether to support the recommendation as it stands, to make a different decision to that recommended, or to reject the scheme with recommendations proposing a revised course of action.
- 38.5. Decisions, by exception, can be made by the GLLEP Investment Board in the absence of a formal meeting by electronic approval. Papers are emailed to the board members, questions are raised electronically and the final decision is made and confirmed by the Chair once all responses have been received. These electronic approvals are always tabled at the next available Investment Board meeting, where the decisions that were taken are recorded officially in the minutes.

39. ACCOUNTABLE BODY REVIEW

- 39.1. 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.

- 39.2. Provided that the Executive Director of Resources has no additional queries/concerns, the Decision Notice is signed and the scheme can progress. Should any specific questions emerge, these are discussed with the GLLEP/project partners and resolved accordingly, with a revised Decision Notice being drafted to include any subsequent alterations/additions. Should the Accountable Body and GLLEP not agree on a specific issue, the Chair of the LEP, Head of the Accountable Body and Section 151 Officer would determine a way forward.

40. GRANT OFFER CONFIRMATION

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

41. TRANSPORT SCHEMES

- 41.1. The GLLEP will work within the assurance framework set out for Local Transport Bodies, as a tried and tested framework.
- 41.2. A Greater Lincolnshire Infrastructure Group is in place with representation from all key infrastructure stakeholders from across Greater Lincolnshire and Rutland. This Group identifies its strategic infrastructure development priorities (SIDP) on an annual basis utilising an agreed model for assessment of proposed infrastructure-related schemes to ensure value for money. Identified high priority schemes are incorporated into the GLLEP pipeline. An agreed Transport Strategy is in place for Greater Lincolnshire and beyond, and can be viewed [here](#).

42. GREATER LINCOLNSHIRE SKILLS CAPITAL INVESTMENT FUND

- 42.1. The GLLEP Programmes further recognise the need to consider skills capital projects in terms of benefits to learners and economic growth. We have had two skills capital programmes in place through the SLGF and GBF allocations to Greater Lincolnshire. The SLGF programme is now in the monitoring stage and the GBF programme will complete on-site in March 2022.
- 42.2. Four projects have been awarded allocations under the auspices of the programme to date. Skills remain a high priority for future investment in Greater Lincolnshire and Rutland, and GLLEP will continue to work with key stakeholders and the Employment & Skills Board to ensure that opportunities for our area continue to be cohesively progressed.

43. RETAINED SCHEMES (TRANSPORT MAJORS)

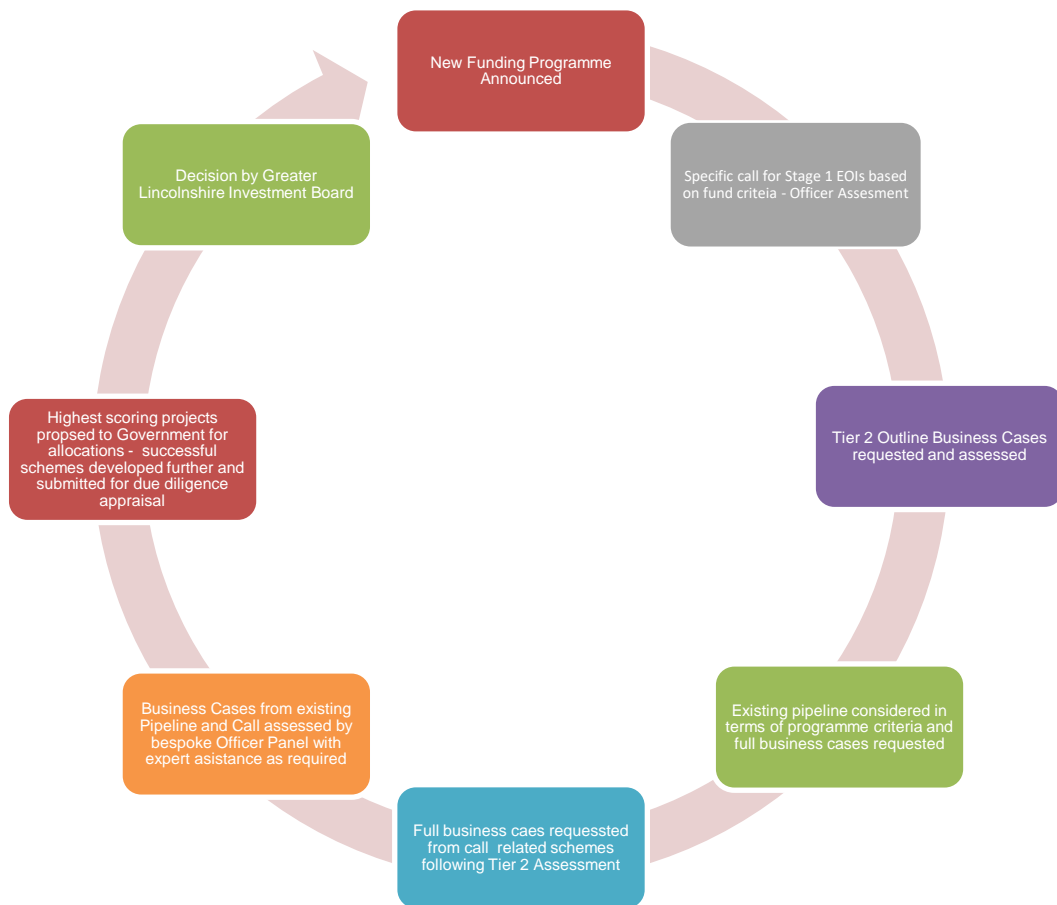
- 43.1. Following on from the announcement of the first round of the Local Growth Deals in July 2014, Ministers decided that the Department for Transport (DfT) should retain approval oversight of a small number of large and/or complex local schemes. The Transport Hub in Lincoln was one such scheme that received ministerial approval. The project has now reached completion on site and is being monitored in terms of outputs and outcomes.
- 43.2. 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.
- 43.3. First steps are to ensure project understanding; their associated costs and delivery timescales; and an indication of what is underway or planned in terms of supporting modelling and WebTag appraisal work. Early engagement on these issues is important.

44. CROSS LEP SCHEMES

- 44.1. 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.

45. BUSINESS CASE DEVELOPMENT - OVERVIEW

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



46. BUSINESS CASE

- 46.1. The Project Business Case is extremely important because projects will only deliver their intended outputs and benefits if they are properly scoped, planned and cost justified from the outset.
- 46.2. There are 3 key stages in business case development, Expression of Interest, Outline Business Case and Full Business Case. Each stage builds on the information required from project applicants.
- 46.3. The GLLEP has adopted a proportionate method for assessing value for money and the level of detail it will expect in a full business case. In order to align with government guidance, the GLLEP has adopted the principles set out within the HM Treasury Green Book. The GLLEP full business case was reviewed and updated in January 2019 and can be located as **Appendix B**. Each call specifies the funding thresholds required as is clear on criteria. As a minimum we expect full business case submissions to include:

1.0 Executive Summary

2.0 Background

- 2.1 Strategic Context
- 2.2 Requirement

3.0 Business Drivers

- 3.1 Scope
- 3.2 Alignment with SEP and LIS
- 3.3 Key Assumptions
- 3.4 Business Need
- 3.5 Why Do This Now
- 3.6 Strategic Benefits
- 3.7 Key Stakeholders
- 3.8 Major Strategic Risks

4.0 Options Appraisal

- 4.1 Options Overview
- 4.2 Criteria and Approach
- 4.3 Options Appraisal
- 4.4 Options Summary

5.0 Recommended Option

- 5.1 Strategic Risks
- 5.2 Dependencies
- 5.3 Detailed Costs, Funding and Benefits
- 5.4 Availability of Resources
- 5.5 Impact
- 5.6 Managing the Changes
- 5.7 Key Milestones
- 5.8 Monitoring and Evaluation Plan

6.0 Reference Documents

- 46.4. 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.

47. BUSINESS CASE CRITERIA DESCRIPTIONS

- 47.1. **Strategic Case** - The proposed project contributes to the needs/opportunities identified by the GLLEP, demonstrates delivery against relevant specific objectives, outputs and relevant priorities as identified within the Strategic Economic Plan and

emerging Local Industrial Strategy, and adds value to and does not duplicate existing provision.

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

47.3. **Financial Assessment** - reviewing cost assumptions and rationales and sources of match funding. Schemes must represent value for money. In assessing value for money the LEP takes account of:

47.3.1. **Efficiency:** the rate/unit costs at which the project converts inputs to the Fund outputs,

47.3.2. **Economy:** the extent to which the project will ensure that inputs to the scheme are at the minimum costs commensurate with the required quality and

47.3.3. **Effectiveness:** the extent to which the project contributes to programme output targets, results and/or significant strategic impact at the local level.

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

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

48. STANDARD PROJECT ASSESSMENT PROCESS - STAGE 1

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

48.2. 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.

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

48.3.1. National vs. Local Priority and fit with the SEP or LIS

- 48.3.2. Ensuring appropriate scale - need for strategic schemes
- 48.3.3. Impact - best for the Greater Lincolnshire area? Leverage and growth and productivity related output delivery
- 48.3.4. Competitive in relation to national call
- 48.4. Projects that are prioritised through this initial sift are invited to submit a formal outline business case.

49. STANDARD PROJECT ASSESSMENT PROCESS - STAGE 2

- 49.1. 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:
 - 49.1.1. Strategic Fit
 - 49.1.2. Economic Case
 - 49.1.3. Deliverability
 - 49.1.4. Impact
- 49.2. Due to its overarching importance strategic fit is scored initially and relates to 40% of the overall assessment score. Projects achieving a high score in this category are then analysed with regard to economic case (20%), deliverability (20%) and impact (20%). Assessment under Tier 2 is a combination of both qualitative and quantitative evidence and is scored against the GLLEP Scoring Matrix below by the GLLEP Officers Operational Group and on occasion by representatives from local strategic advisory groups or external experts.

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

***Moderate against the strongest bid**

- 49.3. The need for each intervention requested has to be strongly evidenced within the business case provided. The LEP ensures that it identifies programmes and projects

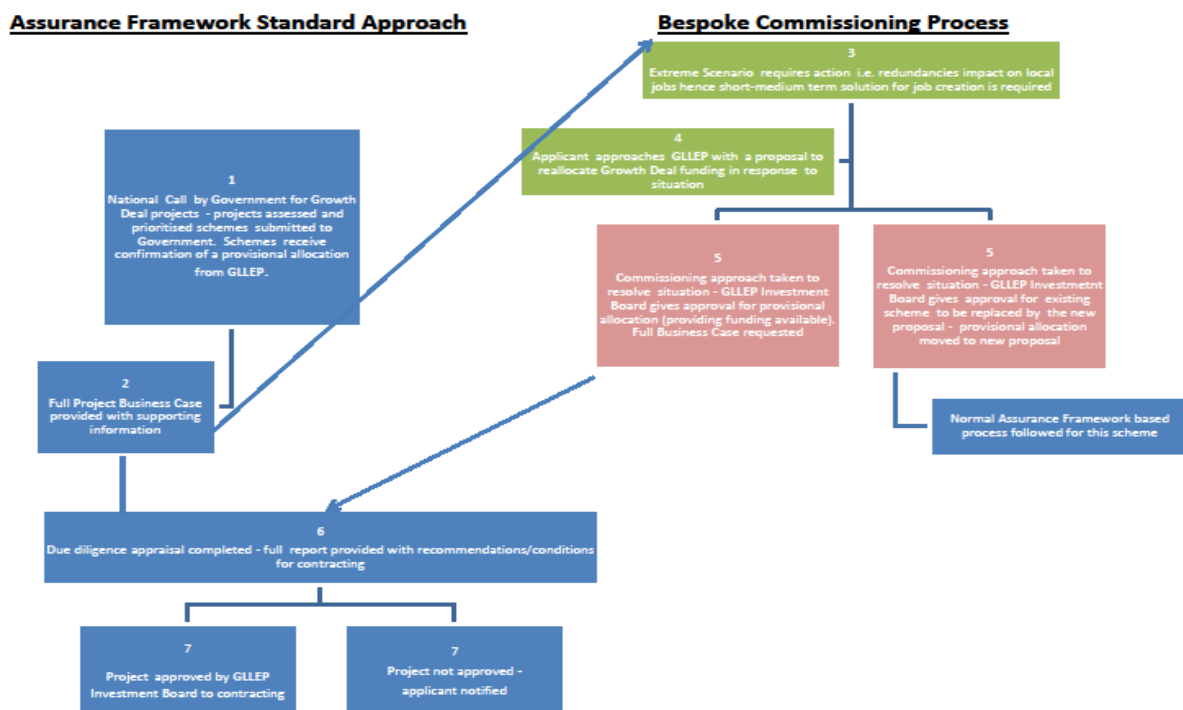
based on need and/or opportunity supported by a rigorous analysis of quality data (often carried out by an external impartial consultancy). This enables the GLLEP to identify the projects the most likely to be deliverable within defined timescales and those which would hold up against further scrutiny when they are assessed nationally by central government. These projects are submitted for approval to GLLEP Investment Board.

50. OPTIONS APPRAISAL AND PRIORITISATION

- 50.1. 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.
- 50.2. Growth Deal funding goes towards providing support for local businesses, enhancing innovation opportunities, training, creating thousands of new jobs, building thousands of new homes and starting hundreds of infrastructure projects, including transport improvements and superfast broadband networks. It is however an expectation that once the UK Shared Prosperity Fund is announced by Government that the emphasis will be focused on increasing growth through greater productivity, hence outcome expectations are likely to change and evolve.
- 50.3. Commitment from the GLLEP, local authorities and the private sector is combined to deliver:
 - 50.3.1. Better use of local authority assets to unlock resources to be reinvested in growth;
 - 50.3.2. Commitments to pro-growth reforms, for example a coordinated approach to the development of local plans by local planning authorities across the relevant economic geography;
 - 50.3.3. Collective decision making involving all local authorities within a Local Enterprise Partnership.
- 50.4. GLLEP works with partners to identify key strategic projects, not just in relation to its own funding, but to provide additionality to other funding programmes and investments.
- 50.5. Prioritised projects according to theme then progress through to TIER 3 Assessment alongside existing pipeline schemes that meet the relevant programme criteria and further scrutiny is set nationally through the Government's Green Book Appraisal process. [Government Publication - The Green Book Appraisal & Evaluation](#)
- 50.6. A more robust business case is developed through an iterative process with

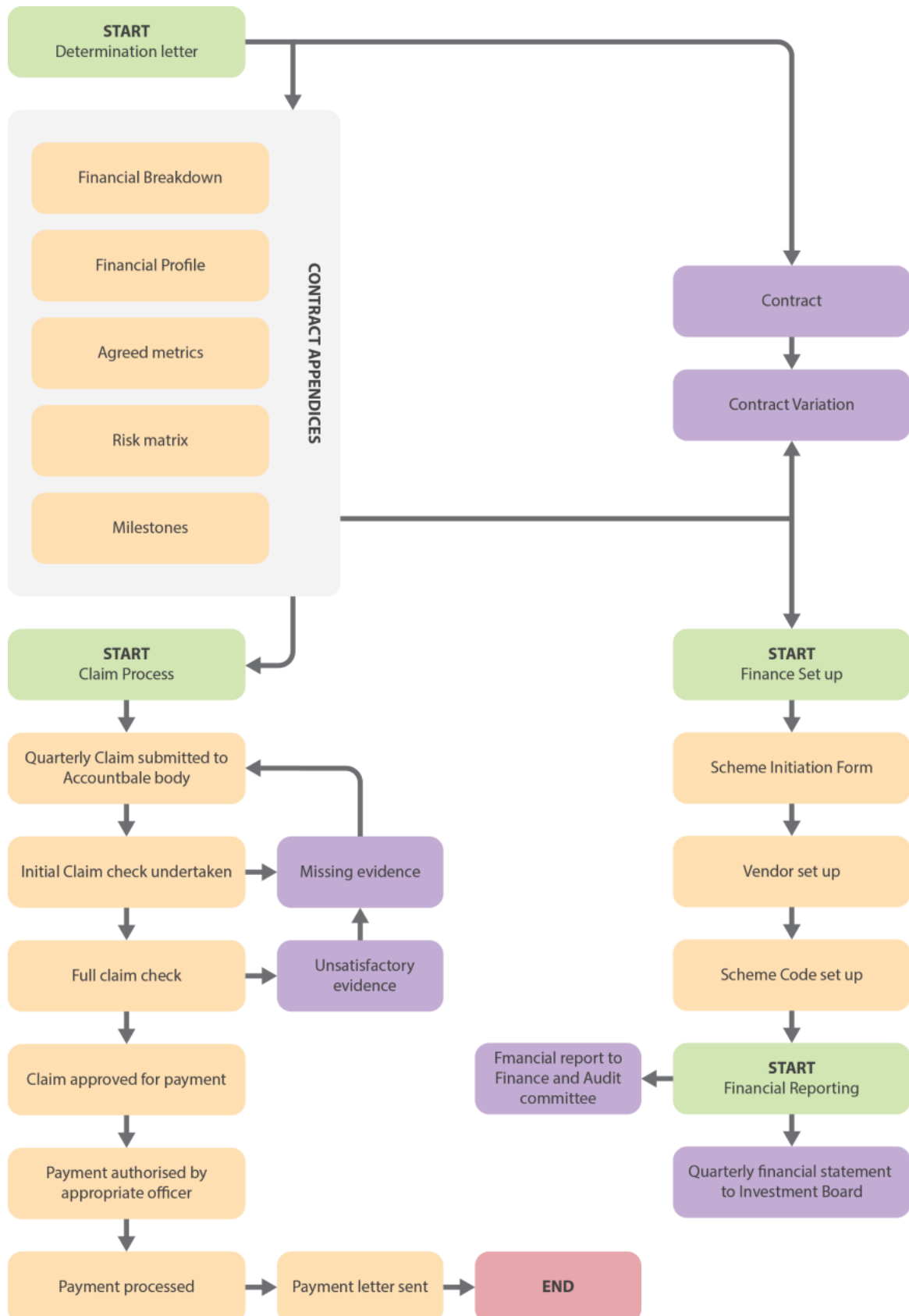
Government.

50.7. Bespoke projects can also be commissioned on occasion to respond to extreme or unforeseen local economic challenges by project or scheme sponsors within the GLLEP boundary and other external partners through a variety of partnerships that exist within the area. The diagram below provides an overview of commissioned activity against the standard approach:



51. CONTRACTING AND CLAIMS PROCESS - OVERVIEW

51.1. The following diagram provides an overview of the contracting and claims process:



52. CONTRACT DOCUMENTS

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

52.1.1. Schedule 1 - Project description and any special grant conditions which may apply specifically to the project.

52.1.2. Schedule 2 - Financial forecast tables and any other financial details/requirements which need to be highlighted.

52.1.3. Schedule 3 - Lists all of the relevant outputs/outcomes relating to the project and any additional project outcomes highlighted by the project appraisal.

52.1.4. 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.

52.1.5. Schedule 5 - Refers to monitoring and evaluation of the projects in line with the GLLEP monitoring and evaluation framework. Monitoring will be carried out by the Accountable Body on a quarterly basis through the claims process, but also from a project management perspective by the GLLEP, through site visits/project meetings as required. Grant recipients need to provide details on how they will evaluate their project, consider any cost implications, and identify and agree with the GLLEP and its Accountable Body the information that will need to be gathered as the scheme progresses to enable the evaluation.

52.1.6. Schedule 6 - Allows for supporting documents and historical information to be included within the contract.

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

53. RETROSPECTIVE FUNDING

53.1. 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 of the contractual agreement for the project.

54. FREEDOM AND FLEXIBILITY

- 54.1. Lincolnshire County Council (LCC) operates the SLGF programme on behalf of the LEP. Payments are released via a S31 Grant determination based on forecasts agreed prior to the commencement of the programme. The grant determination states that "The purpose of the grant is to provide support to Local Authorities in England towards Expenditure lawfully incurred or to be incurred by them".
- 54.2. In 2015/16 Government confirmed that if it was not possible to spend all of the SLGF target on the contracted projects due to unavoidable delays and if future allocated schemes could not be brought forward to meet the gap, funding could be spent (with the agreement of the Accountable Body's Section 151 Officer) against identified LCC Capital Schemes and reimbursed completely against the SLGF programme in a future year as required. Payments in this way are classed on a national programme level as freedom and flexibilities.
- 54.3. Other Freedom and Flexibilities operate within the programme including advance payments and increased intervention rates on eligible expenditure through the claims process. All decisions on Freedom and Flexibilities are made in consultation with the LEP Board and Investment Committee and fully documented.

55. APPROVAL OF ELIGIBLE FEES PRIOR TO CONTRACT START DATE

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

56. RELEASING FUNDING IN ADVANCE OF FIRST CLAIM

- 56.1. 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.

57. CLAW BACK

- 57.1. Where a project is changed from its original purpose within five years of practical completion (except when another timescale is stipulated within the funding agreement), the Accountable Body shall be entitled to claw back any increase in the value of the project over and above the Grant amount, up to a maximum of 50%. In addition, where a project creates assets, and such assets are disposed of within five years of practical completion (again unless otherwise stipulated within the funding agreement), the Accountable Body shall be entitled to claw back any increase in the value of the project over and above the Grant amount, up to a maximum of 50%.
- 57.2. Project milestones are agreed with the project applicant at the point of contract. The milestones will depend on the complexity, cost and timescale of the project. This will form part of the programme management role of the Accountable body, which is scrutinized by both internal and external audit.
- 57.3. A funding agreement between the Accountable Body/LEP and project applicant sets out the conditions relating to the agreement to fund the project and the responsibilities for all parties. The agreement specifies that grants are capped, and applicants bear the risk for all overspend on the project beyond the approved amount.
- 57.4. The funding agreement also includes a mechanism for claw back. This ensures that funding is only spent on the specified scheme and linked the delivery of outputs and outcomes, whilst giving the Accountable Body and the LEP the option of clawing back funds for poor performance or misuse of funds. This decision would be agreed with the Investment Committee aligning to the scheme of delegation.

58. PROJECT INCEPTION AND MONITORING

- 58.1. 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.
- 58.2. The LEP and its Accountable Body monitor performance of all projects every quarter and organise bespoke site visits/monitoring visits to each project once a year as a minimum. If a project is not performing as expected more frequent visits and progress meetings will be held with the funding recipients as explained in the risk monitoring section of this document. Notes of each progress meeting are recorded and filed for reference.

59. PROJECT CLAIMS PROCEDURE

- 59.1. 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.

- 59.2. 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.
- 59.3. Claims provide not only a snapshot 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.
- 59.4. The Accountable Body ensures from the outset that robust and suitable systems and processes are in place locally in order to maintain adequate audit trails and manage information effectively and efficiently. Information provided only needs to be summarised and presented with the claim, but also must be made available for on-the-spot verifications and audits throughout delivery and post completion under the retention of documentation requirements.
- 59.5. The key areas to be covered and reported within the claim are broadly:
 - 59.5.1. Financial information
 - 59.5.2. Monitoring metrics
 - 59.5.3. Delivery Progress
 - 59.5.4. Procurement
- 59.6. The member of the Accountable Body who checks the claim completes a Grant Claim Control Form and passes this, together with the claim to a relevant staff member authorised to approve claims, according to the scheme of delegation contained within LCC Financial Procedures.

60. VARIATION ORDERS

- 60.1. 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.
- 60.2. 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 MHCLG through dashboard reporting.

61. VALUE FOR MONEY

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

61.2. Value for money (VFM) is an essential criterion 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:

- 61.2.1. Business Case assessment
- 61.2.2. Due Diligence
- 61.2.3. Accountable body (decision notice)
- 61.2.4. Evaluation

62. SCRUTINY

62.1. We provide an open offer to the Greater Lincolnshire Upper Tier and Unitary Authorities to attend their scrutiny panels to provide information and updates on the work of the GLLEP. In addition, we hold membership of the Joint Strategic Oversight Committee for Greater Lincolnshire.

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

62.3. 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:

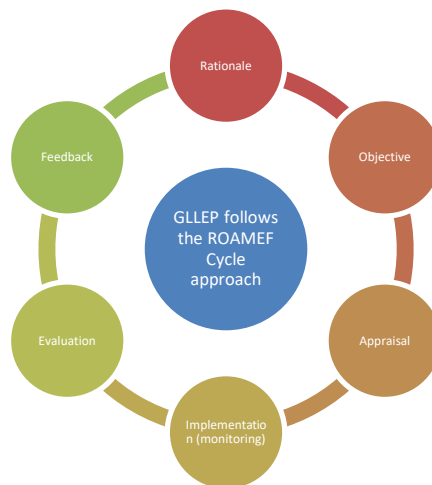
- 62.3.1. wider economic, social and environmental benefits;
- 62.3.2. complementing and adding value to other supported schemes; the ability of the scheme to address multiple policy objectives;
- 62.3.3. circumstances where there is a higher level of match funding being provided by the scheme;
- 62.3.4. where the project presents a lower risk status;
- 62.3.5. where deliverability within a limited timescale is essential.

63. It is worth noting that some programmes are pitched as economic wins but will actually deliver social wins as well i.e. estate renewal, sports provision, cultural activity.

- 63.1. The LEP Chief Executive 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.
- 63.2. The Finance and Audit Committee seeks to maintain oversight and scrutiny of GLLEP's remuneration and financial transactions, and the Accountable Body is represented at that Committee.
- 63.3. Overview and scrutiny of the operation of the LEP is provided by:
 - 63.3.1. Accountable Body
 - 63.3.2. Finance and Audit Committee
- 63.4. 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.
- 63.5. GLLEP recognises the importance of demonstrating value for money in its investments and has a due diligence process in place to inform all Investment Board funding decisions. This external process was reviewed and refreshed in November 2018 in line with Green Book appraisal guidance to include more detailed analysis on risk assessment, outputs and value for money, development appraisals and milestones. The due diligence template used by our external appraisers is enclosed for reference at **Appendix C**. In addition, a guidance note on assumptions and benchmarks in relation to value for money has been produced and can be viewed at **Appendix D**.
- 63.6. DFT schemes above 5 million are covered by the DFT Webtag value for money assessment and major projects requiring DCLG appraisal now also have clear guidance in place.

64. MONITORING AND EVALUATION

- 64.1. GLLEP has a full Monitoring and Evaluation Framework in place which can be found on the GLLEP website by clicking [Monitoring and Evaluation Framework](#).
- 64.2. The Accountable Body reviews progress against outputs and outcomes quarterly once a scheme has completed its delivery stage. Progress reports continue to be provided until all outputs have been achieved and grant recipients are tasked with providing either a level one or level two evaluation report as contractually agreed.
- 64.3. 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:



64.4. GLLEP commissions work externally to look at the wider change impacts Growth Deal is achieving for Greater Lincolnshire and the findings are presented to the LEP Board.

65. PROJECT RISK MONITORING

65.1. All projects will be required to monitor and report on 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.

65.2. 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.

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

65.3.1. Clear deadlines provided for signing contracts - otherwise the funding is reallocated to another project (unless a very valid reason for the delay is provided).

65.3.2. 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.

65.3.3. 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.

- 65.4. The quarterly government reporting dashboard and bespoke spreadsheets managed locally by the Accountable Body provide the LEP with regular detailed and RAG rated information on how projects/programmes are performing. Detailed forecasts and milestones are included for all projects at contracting stage and if delays are encountered a full explanation and mitigation plan must be provided to the LEP.
- 65.5. As already mentioned, each scheme is given a quarterly dashboard RAG rating for deliverability, finances and reputation. GLLEP Officers will take the following actions where projects are consistently not delivering against forecasts/milestones:
- 65.6. Contracted projects showing Red in any category - These schemes will be placed in quarterly special measures with the LEP and its Accountable Body and will be called in to the next available Investment Board. They will be subject to monthly meetings with LEP/accountable body teams, and if improvement is not demonstrated the LEP will withhold funding or claw back/withdraw funding in line with the grant funding agreement.
- 65.7. Contracted projects showing Amber in any category - These projects will be subject to quarterly meetings with the LEP/Accountable Body. If no improvement is demonstrated in the following quarter, the risk level will be raised to red.
- 65.8. Uncontracted projects deemed as a risk to programme delivery - Where an uncontracted scheme is deemed as a high risk to the programme and potential delays have not been explained to the LEP or mitigated against, a formal letter will be sent from the LEP Chief Executive to the Director/Manager of the project asking for them to review their scheme; provide a full update on project delivery milestones; reminding them of the necessity to spend the provisional funding allocation by the required date; and the implications for the wider programme when forecast targets are annually not met.
- 65.9. Where a high-risk uncontracted scheme consistently misses revised milestones the applicant will be asked to review their scheme and come back to GLLEP by an agreed date with deliverable proposals for consideration by the Investment Board.

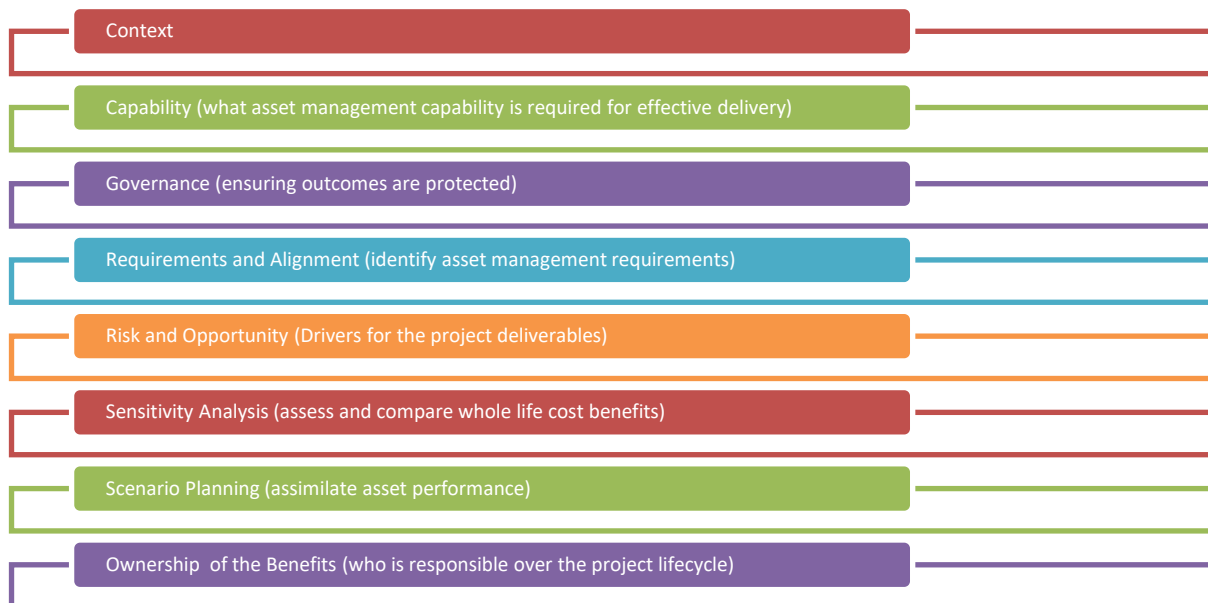
66. PROJECT PIPELINE

- 66.1. It is important that the LEP continues to have a clear and up to date pipeline of schemes should future growth-related funding become available, either via a new Government programme or due to the LEP withdrawing allocations from existing schemes and /or due to projects failing to meet contractual conditions.
- 66.2. If an existing uncontracted scheme is regarded as too high a risk to delivery of the LEP programme in question, the provisional allocation concerned will be removed from the project, and the scheme would automatically be returned to the GLLEP pipeline for continued development, unless it is deemed as no longer deliverable.

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

67. EFFECTIVE ASSET MANAGEMENT

- 67.1. 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.



68. OTHER SOURCES OF LEP FUNDING

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

69. GROWTH HUB

- 69.1. 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.

- 69.2. 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.
- 69.3. The Business Lincolnshire 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 GLLEP.
- 69.4. 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 GGLEP and has a specific role to develop and inform LEP strategic plans with particular reference to business growth needs.
- 69.5. There is a two-way relationship between the Greater Lincolnshire LEP and the Business Lincolnshire Governance Board, and each gives advice and is asked for advice on matters where an enterprise growth/business support perspective is required.

70. BUSINESS SUPPORT PROVIDER FORUM

- 70.1. This forum is a subgroup of the Business Lincolnshire Growth Hub Programme Board that meets once per annum and consists of all the front-line business support delivery agents (public and private) delivering in Greater Lincolnshire. The Forum:
 - 70.1.1. provides a voice about the current business support products, business simplification and alignment;
 - 70.1.2. advises the Business Lincolnshire Governance Board on matters of business support provision, alignment and communication channels;
 - 70.1.3. 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;
 - 70.1.4. 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.

71. GREATER LINCOLNSHIRE GROWTH FUND

- 71.1. The Greater Lincolnshire Growth Fund was created to support the private sector businesses operating in one of the LEP's priority sectors and to add value to other existing funding streams. This was managed and delivered through the LEP and Business Lincolnshire and will conclude in 2023.

72. INVEST AND GROW LOAN FUND

- 72.1. Greater Lincolnshire's Fund is part of the national £500 million Growing Places Fund to help Local Enterprise Partnerships deliver economic growth through unlocking stalled infrastructure and development projects.
- 72.2. The loan repayments are managed by the Accountable Body on behalf of the LEP. Use of interest achieved from the fund is determined by the GLLEP Investment Board.

73. CLEAN GROWTH ACCELERATOR FUND

- 73.1. This grant fund will support projects that will help to develop innovation and R&D ideas focused on accelerating clean growth and aligning to our [Economic Plan for Growth 2021](#) and the [Government's Ten Point Plan for Green Industrial Revolution](#), helping to meet our net zero challenge and contributing to economic revival.
- 73.2. The essential criteria for this fund are as follows:
- 73.2.1. Proposals should be capital focused but can include a revenue element which should not exceed 10% of the project cost;
 - 73.2.2. Schemes must be over £1 million in overall value with a minimum grant requested of £500,000;
 - 73.2.3. Projects that are related to clean growth and driven by R&D and innovation will be considered, but they must relate to one of the following LEP game changers or sectors:
 - 73.2.3.1. UK Food Valley
 - 73.2.3.2. Humber Freeport
 - 73.2.3.3. Clean energy
 - 73.2.3.4. Defence
 - 73.2.3.5. Visitor economy
 - 73.2.3.6. Health and care;
 - 73.2.4. Funds must be spent by July 2024, and outcomes must be delivered by 2026/27;

73.2.5. Match funding identified must be a minimum of 50% (further grant funding level restrictions may apply to SMEs according to government subsidy regulations).

73.3. Schemes must demonstrate direct public/private investment leverage and job creation and/or research and development outputs with clear clean growth-related outcomes.

73.4. Our principal objectives for this fund are as follows:

73.4.1. Help organisations/businesses to utilise their clean growth energy assets innovatively and effectively, thus contributing directly to decarbonisation of our area and beyond;

73.4.2. Investing in cross sector local Research and Development and innovative project ideas to support our clean growth agenda.

74. APPENDICES

- A. Growth Deal Communications and Branding Guidelines
- B. Growth Deal Business Case
- C. Growth Deal Due Diligence Assessment Template
- D. Growth Deal Assumptions and Benchmark in relation to VFM

SINGLE LOCAL GROWTH FUND

COMMUNICATIONS GUIDELINES FOR RECIPIENTS

The Government provides Growth Deal (Single Local Growth Fund) funding via the Greater Lincolnshire Local Enterprise Partnership and other LEPs in England.

These guidelines are intended for organisations in receipt of Growth Deal funding via the Greater Lincolnshire LEP. Their aim is to ensure that the contribution of both the Government and the Greater Lincolnshire LEP is recognised in marketing, branding and publicity relating to Growth Deal-funded projects.

Please note the following:

News releases / events / photo opportunities

If you are organising an event or a photo opportunity or issuing a news release about a Growth Deal-funded project in Greater Lincolnshire, please ensure that the Greater Lincolnshire LEP (Halina Davies, halina.davies@lincolnshire.gov.uk) and the LEP's communications agency Shooting Star (Jez Ashberry, jez@weareshootingstar.co.uk) are aware and invited to contribute and/or attend.

It is imperative that the LEP be given an opportunity to invite the Minister for Regional Growth and Local Government, Simon Clarke MP, to comment in any news release and/or attend any photo opportunity.

This is a three-stage process with a two-week lead time:

- the quote is prepared by the Cities and Local Growth team /Area Lead (as appropriate)
- the quote request is submitted to the MHCLG communications team
- the cleared quote is presented to the Minister for approval

Therefore please give the LEP and Shooting Star two weeks' notice of news releases, events and photo opportunities so that comments can be provided.

NB: Please note that any ministerial quotes provided should not be altered and should be published/quoted in full. If changes are required to the quote the LEP can make a formal request for any edited cuts to the Cities and Local Growth team and provide a response before the article is finalised for release.

Please also ensure that relevant ministers and your Cities and Local Growth Area Lead (Pete Holmes) are invited to key milestone events.

Notes to Editors

Please include the following notes to editors in press releases relating to Growth Deal funding:

Local Growth Fund

- Local Enterprise Partnerships are playing a vital role in driving forward economic growth across the country, helping to build a country that works for everyone.
- By 2021 Government will have invested over £12bn through the Local Growth Fund, allowing LEPs to use their local knowledge to get all areas of the country firing on all cylinders.
- Analysis has shown that every £1 of Local Growth Fund invested could generate £4.81 in benefits.
- The Government has awarded £9.1bn in three rounds of Growth Deals to local areas to drive economic growth.
- LEPs are investing in a wide range of projects informed by detailed analysis of the most pressing economic needs in each of their areas, including transport, skills, business support, broadband, innovation and flood defences.
- If you would like some further facts about the fund, or the wider regeneration work going on across the country, please contact DCLG press office by emailing NewsDesk@communities@gsi.gov.uk in the first instance.

Greater Lincolnshire Local Enterprise Partnership (LEP)

- The Greater Lincolnshire LEP was set up in 2010 and works with businesses and local authorities to develop and grow Greater Lincolnshire's diverse economy.
- It is a public / private partnership led by the private sector.
- It works with central government and the private sector to invest in infrastructure, skills, innovation and productivity.
- More than 100 businesses are involved in its strategies, and 80 business people sit on its boards.
- The LEP has an ambitious and balanced strategic economic growth plan for Greater Lincolnshire.

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- The LEP's six priority sectors are agri-food, the visitor economy, manufacturing, logistics, health and care and low-carbon energy.
- The LEP has invested £307 million in local economic growth schemes in Greater Lincolnshire since 2014.
- The Greater Lincolnshire LEP covers an area including North Lincolnshire, North East Lincolnshire and the administrative county of Lincolnshire and is led by a LEP board made up of leading figures in the public and private sector.
- To find out more visit www.greaterlincolnshirelep.co.uk or follow the LEP on Twitter: @greaterlincslep.

Midlands Engine

- The Government is committed to making the Midlands an engine for growth in the UK, increasing economic growth and improving the quality of life for everyone. The Midlands is home to over 10 million people and over 780,000 businesses. Its economy is worth £217.7 billion.
- So far the government has awarded £1.9 billion in three rounds of Growth Deals across the Midlands.
- 8 Enterprise Zones have been established in the Midlands Engine since 2012, and 3 zones have been extended. By March 2016 these had attracted almost £1 billion of private investment, and created 85 new businesses and 7,291 jobs.
- To find out more visit www.midlandsengine.org or follow @midsengine on Twitter.

Northern Powerhouse

- The Northern Powerhouse is a key aspect of this Government's approach to addressing the productivity gap in the North and ensuring a stronger, more sustainable economy for all parts of the UK.
- The Government has awarded £3.4bn in three rounds of Growth Deals across the Northern Powerhouse.
- 17 Enterprise Zones across the North have already attracted £1.3bn of private sector investments and helped attract nearly 9,000 jobs since 2012.
- To find out more visit <https://northernpowerhouse.gov.uk/> or follow @NPHinfo on Twitter.

Social Media

The Greater Lincolnshire LEP is active on Twitter and will like and retweet posts about your Growth Deal-funded project. This will be made easier if you use the following hashtags and handles in your tweets:

- #MidlandsEngine
- #NorthernPowerhouse
- #GrowthDeal
- #LocalGrowthFund
- @greaterlincslep
- @midsengine

The relevant Government departments will also find it helpful to be able to find your posts easily via these hashtags.

Branding

Please do your best to ensure that the Greater Lincolnshire LEP and the Midlands Engine are visually represented on any on-site signage, web pages and marketing material relating to your Growth Deal-funded project.

The relevant logos are available from Jez Ashberry at Shooting Star: jez@weareshootingstar.co.uk.

If you require further information please contact Kate Storey at the Greater Lincolnshire LEP – kate.storey@lincolnshire.gov.uk

Jez Ashberry

Shooting Star

Updated 7th August 2020

ANNEX B

Application for Greater Lincolnshire LEP Funding

Stage 2: Detailed Business Case



Notice for applicants: Some of the information requested in this form has already been provided in your Outline Business Case Form. This detailed business case is an opportunity to expand upon and update what you have already told us, and to take account of any feedback you may have been given as part of the appraisal and assessment process to date

Project Name		Project Ref:	LEP to Complete
Project Location	(please include site plan as appendix)		
Site ownership			
Planning Application Ref			

Total Project Value (£)		LEP Funding Sought (£)	
Fund Name	(e.g. Single Local Growth Fund)		
LEP area(s) covered			

Lead Applicant			
Organisation Type			
Applicant Address			
Main Contact Person			
Contact Email		Telephone	

Project Summary (this will be used for publicity purposes and uploaded onto the GL LEP website)	<i>i) Economic Impact</i> <i>ii) Delivery of Greater Lincolnshire LEP Priorities (incl Strategic Economic Plan and emerging Greater Lincolnshire Local Industrial Strategy)</i>
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Project Start Date <i>date from which eligible expenditure will be incurred</i>	Financial Completion Date <i>date by which eligible costs will have been defrayed</i>	Practical Completion Date <i>date by which all Outputs/Results will be achieved</i>	Activity Completion Date <i>the date by which all the operation's activities described in the application will be completed</i>

Funding Summary					
	LEP Funding (a)	Public Match Funding (b) – please state	Private Match Funding (c) Please state	Totals (d)	Contribution Rates (if applicable) (a)/(d) x 100
Capital					
Revenue					
Totals					

Delivery Partners				
Will you work with other organisations to deliver this project?	YES		NO	
If YES, please state which other lead partners will be involved in delivery.				

1. Deliverability
1.1 What is the Project?
(Please summarise in 100 words or less. More specific details can be provided in other sections of the form)

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1.2 How will the project be delivered, to and by whom? Briefly explain: <ul style="list-style-type: none">• The specific activities that will be undertaken as part of the project• Who are the target beneficiaries?• Where the project’s activity will take place

2. Project Need
2.1 Why is the project needed in Greater Lincolnshire?

ANNEX B

2.2 What research or evidence has been undertaken to demonstrate the need , demand or impact of this project? Please attach or provide links to completed studies and impact assessments where available.

2.3 Please explain how the project will deliver the strategic objectives of the Local Enterprise Partnership area and will demonstrate alignment with other local growth priorities. How will the project support the key principles of sustainable development – including Equality and Diversity assessments?

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3. Project Timeline and Milestones

Please outline the key steps that have been, or will be, completed to ensure delivery of the project. Please note key milestones will be incorporated into the funding agreement and form the basis for formal monitoring of the project.

Milestone	Forecast Date	Comments
<u>RIBA Stage 1</u>		
Risk Register created		
Outline Project Programme developed		
Initial scheme design complete		
Feasibility work completed		
<u>RIBA Stages 2, 3 & 4</u>		
Acquisition of statutory powers		
Confirmation of Project Brief		
Community & stakeholder engagement		
Utility company engagement		
Detailed design completed		
Cost Plan produced		
Planning application submitted		
Match funding secured		
Planning permission secured		
GLLEP Due Diligence Appraisal Submission		
GLLEP Funding Agreement Completed		
Procurement process issued		
Procurement contracts awarded		

ANNEX B

<u>RIBA Stage 5</u>		
Start of construction/scheme		
Completion of construction/scheme		
<u>Post Construction RIBA Stages 6 & 7</u>		
Start of activity		
Claim submission and monitoring underway		
Outcome review – Evaluation report provided		

Please provide details on any other key work or stages that need to be completed (by when) to ensure delivery

Milestone	Forecast Date	Comments

4. Options Analysis
4.1 Why should the project receive LEP funding?
4.2 What other funding or delivery mechanisms have been considered to deliver the proposed activity?

ANNEX B

4.3 Why is the proposed activity considered the most appropriate solution for Greater Lincolnshire?
4.4 Additionality: What will the project deliver above and beyond what would happen anyway?
4.5 Scalability: What would happen if reduced LEP funding was available?
4.6 Displacement: will the proposed intervention lead to a reduction in economic activity elsewhere in Greater Lincolnshire?

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5. Proposed Costs

5.1 Funding Profile

	Previous Years	Year 1 2019/20	Year 2 2020/21	Year 3 2021/22	Future Years	Total
i) Capital						
LEP						
Public						
Private						
Total Capital						
ii) Revenue Costs						
Total revenue						
Total Project Costs						
Total LEP Funding						

5.2 Please provide more detail on what LEP funding will be spent on including a detailed breakdown of the financial position of the project, incorporating all values and costs directly associated with delivery of

ANNEX B

the scheme. All costs and values to be supported by relevant information as required and specified within Section 8 of this Detailed Business Case.

5.3 Please detail the key assumptions used in the development of your budget and the research completed to prepare it, including how you ensure that the costs are commensurate with the required quality.

5.4 State the source(s) of your match funding, whether it is in place and if not, when is it likely to be confirmed?

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6. Forecast Outputs							
6.1 Output Profile							
	2019/20	2020/21	2021/22	2022/23	2023/24	Future Years	Total
i) Core Outputs (Strategic Economic Plan)							
Public Investment Leveraged (£)							
Private Sector Investment Leveraged (£)							
Number of new Jobs Created (gross)							
Number of Jobs Safeguarded (gross)							
Number of new housing units completed							
ii) Local Strategic Outputs							
Commercial floorspace refurbished/constructed and occupied (sqm)							
Number of businesses assisted to improve performance							
Number of learners supported							
Number of new businesses created							
GVA Uplift							
iii) Others (please list) *							

*please refer to appendices for full list of BIS indicators

ANNEX B

6.2 Please describe the rationale and assumptions you have made in establishing the outputs and results which will be achieved. This must link clearly to the project's activity and objectives. Please explain your method for calculating the target levels

6.3 Please outline how the project will gather and assess evidence of outputs and results, in line with the LEP's monitoring and evaluation framework.

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7. Management & Control

7.1 Please describe whether or not the necessary team is in place to carry out the proposed activity in Greater Lincolnshire and if not what the plans are to recruit the relevant expertise? Please insert structure chart, if available.

7.2 What evidence can you provide that processes meet, or will meet, the public procurement requirements, including:

- Advertising contract opportunities to the market; and
- Evaluating bids in an open transparent and non-discriminatory manner.

7.3 Please outline the financial management and control systems that would be used for the project, including the process for compiling and authorising Greater Lincolnshire LEP claims for payment?

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7.4 Only eligible and defrayed expenditure can be included in a claim to the LEP. Please explain how the project will manage its cash flow throughout the project's lifetime

7.5 State Aid: The Greater Lincolnshire LEP and its accountable body are required to ensure that funding complies with the rules on state aid. State aid is any advantage granted by public authorities through state resources on a selective basis to any organisations that could potentially distort competition and trade in the European Union (EU). If your project proposal constitutes state aid we will be unable to fund it unless you can demonstrate that it is outside the scope of or exempt from state aid rules. If you believe this to be the case please provide an explanation below.

ANNEX B

7.6 Please explain the key risks identified for the project and how these will be managed and mitigated throughout the project. Please attach separate risk register, if available.				
Risk	Owner	Probability	Impact	Mitigation
7.7 Publicity: Please explain what media and communication arrangements you will use to raise awareness of the project and use of LEP funding?				
7.8 Exit Strategy: How will project delivery be sustained beyond the initial period of activity funded by the Greater Lincolnshire LEP?				

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8. Supporting documents checklist

Where applicable, please submit the following documents with your Full Application

Document	Supporting Notes	Applicant's comments
Project Site Plan and copy of relevant planning permissions	Showing clear boundaries of all areas to be included in project	
Red Book valuations to support site acquisition/ assembly cost and completed scheme value. Valuation reports produced should be no more than six months old.	Required where funding is being sort to acquire sites/properties, and/or for completed scheme value, against which any clawback liability will be assessed.	
Detailed cashflow and breakdown of budget	To demonstrate a) cost items are eligible for GL LEP Funds b) the forecast cost c) how the costs will be profiled across the project lifetime.	
Scheme plans, Cost Plan/Bill of Quantities. Development appraisal to be provided. If this information is not available a breakdown of all scheme costs, supported with data/assumptions to be provided. Costs should be no more than six months old	The due diligence assessment requires analysis by independent cost consultants to ensure costs are relevant, realistic, market facing, evidence based and thus reliable to enable GLLEP to make an investment decision.	
Explanation of match funding arrangements and estimated timescale for approval	The GL LEP will need to understand where match funding will be sourced from in order to demonstrate deliverability of the overall scheme	
If applicable, proof of irrecoverable VAT on eligible costs	Please supply proof of irrecoverable VAT on eligible costs	
Applicant organisation's relevant policies, including Equality & Diversity Policy, Sustainability Policy	You are responsible for ensuring any Delivery Partners hold a policy	
Gantt Chart	To reflect the key milestones during project set-up, implementation and closure.	
Organogram	An up-to-date organisation chart, including the GL LEP Funds project delivery team. Also, for delivery partners, if applicable.	

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Applicant's procurement policy if available	Note that LEP procurement rules supersede organisation's procurement policy	
Other	Any other key, relevant, documents you consider should be submitted including project feasibility studies and impact assessments.	

9. Links for further information

<https://www.greaterlincolnshirelep.co.uk/priorities-and-plans/strategies-and-plans/>

<https://www.greaterlincolnshirelep.co.uk/funding-and-projects/other-funding/growth-deal-single-local-growth-fund-slgf/>

<https://www.gov.uk/guidance/state-aid>

10. Declaration

I declare that I have the authority to represent **[insert name of organisation]** in making this application. I understand that acceptance of this Application does not in any way signify that the project is eligible for Greater Lincolnshire Local Enterprise Partnership support or that LEP Funds has been approved towards it. On behalf of **[insert name of organisation]** and having carried out full and proper inquiry, I confirm to the Greater Lincolnshire LEP:

- **[insert name of organisation]** has the legal authority to carry out the project; and
- That the information provided in this application is accurate.

I confirm to the Greater Lincolnshire LEP:

- I have informed all persons in relation to whom I have provided personal information of the details of the personal information I have provided to you and of the purposes for which this information will be used and that I have the consent of the individuals concerned to pass this information to you for these purposes.
- That I shall inform the Greater Lincolnshire LEP if, prior to any LEP Funds being legally committed to **[name of organisation]**, I become aware of any further information which might reasonably be considered as material to the LEP in deciding whether to fund the application.
- An explanation of all match funding arrangements to deliver the scheme will be provided to the Greater Lincolnshire LEP prior to the award of LEP Funds.
- I am aware that if the information given in this application turns out to be false or misleading the Greater Lincolnshire LEP may demand the repayment of funding and/or terminate a funding agreement pertaining to this Application.
- All relevant documents are retained with a view to providing relevant information in the event of an audit or other investigation

I confirm that I am aware that checks can be made to the relevant authorities to verify this declaration and any person who knowingly or recklessly makes any false statement for the purpose of obtaining grant or for the purpose of assisting any person to obtain grant is liable to be prosecuted. A false or misleading

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statement will also mean that approval may be revoked and any grant may be withheld or recovered with interest. I am aware that if the Applicant commences any project activity, or enters any legal contracts or makes any binding commitments, for which LEP funding is sought (including the ordering or purchasing of any equipment or services before both the formal approval of the project and the execution of the Greater Lincolnshire LEP Funding Agreement), that this expenditure is incurred at the Applicant's own risk as it may not be compliant with Greater Lincolnshire LEP funding requirements.

Signed For and on behalf of the Applicant Organisation

Name (BLOCK CAPITALS) Date:

11. Next Steps

Please forward the completed version of this form by [*insert deadline*] to

Name

Address

Email

Appendix 1 – BIS Project Monitoring Core Metrics (to be collected for all projects and programmes)

	Unit	Frequency	Definition	Data Source
Inputs				
Expenditure	£, by source	Quarterly	Expenditure defrayed directly on the intervention, broken down into LGF funds, other public sector funds and private funds. Where expenditure takes the form of grant support to applicants (e.g. skills capital, some business support), the amount of grant paid to successful applicants should be reported (not the amount approved).	LEP Monitoring Information
Funding breakdown	£, by source	Quarterly	Non LGF Funding delivered - including public, private and third sector match funding, broken down by source. This should not include in-kind contributions	LEP Monitoring Information
In-kind resources provided	Qualitative	Quarterly	Land, buildings or other assets provided to resource the intervention	LEP Monitoring Information
Outcomes				
Jobs connected to the intervention	FTEs	Annually	<p>Permanent paid full time equivalent jobs that are directly connected to the intervention, measured by FTE at predetermined "impact sites". This includes:</p> <ul style="list-style-type: none"> - Employment on occupied commercial premises (in the case of site development) - Employment in supported enterprises (in the case of business or innovation support) - Employment in FE space directly improved or constructed by the intervention <p>"Impact" sites are those sites where there has been a demonstrable unlocking impact as a result of Growth Deals projects (e.g. transport, skills capital) - these sites of "impact" are to be mutually agreed by LEP/HMG in advance of reporting.</p>	Scheme sponsor

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	Unit	Frequency	Definition	Data Source
			Excludes jobs created solely to deliver the intervention, e.g. construction jobs. Likely to require primary survey work. Employment is counted gross - no account of deadweight or displacement at the monitoring stage.	
Commercial floorspace constructed	sq m, by class	Annually	For both direct employment sites and "impact" sites, the area and class of commercial floorspace completed. "Impact" sites are defined as for jobs created above. Floor areas should be measured in accordance with the RICS Code of measuring practice (6th edition) 2007. A building should be classified as completed once it is on the non-domestic rating list. Does not take account of refurbished floorspace.	Scheme sponsor
Housing unit starts	Number	Annually	For both direct housing sites and "impact" sites, the number of housing units completed. "Impact" sites are defined as for jobs created above.	Scheme sponsor
Housing units completed	Number	Annually	For both direct housing sites and "impact" sites, the number of housing units completed. "Impact" sites are defined as for jobs created above.	Scheme sponsor

Appendix 2 – BIS Project Specific Outputs and Outcomes (to be collected where relevant to the intervention)

	Unit	Frequency	Definition	Data Source
Activity / Output Characteristics				
Transport				
Total length of resurfaced roads	Km	Quarterly	Length of road for which maintenance works have been completed	Scheme sponsor monitoring information
Total length of newly built roads	Km	Quarterly	Length of road for which works have been completed and now open for public use	Scheme sponsor monitoring information
Total length of new cycle ways	Km	Quarterly	Length of cycle way for which works have been completed and now open for public use	Scheme sponsor monitoring information
Type of infrastructure delivered		Bi-Annually	Identify what has been constructed as a result of the project - utilise units where appropriate e.g. length of cycle path	Scheme sponsor monitoring information
Type of service improvement delivered		Bi-Annually	Identify the nature of service improvement as a result of the intervention e.g. improved bus service	Scheme sponsor monitoring information
Land / Property Flood Protection				
Area of site reclaimed, (re)developed or assembled	ha	Quarterly	Area of land directly improved by the project that is now suitable for commercial development where previously it was unattractive to commercial developers. Reclaimed: making the land fit for use by removing physical constraints to development or improving the land for hard end use; providing services to open it up for development, e.g. provision of utilities or service roads	Scheme sponsor monitoring information

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	Unit	Frequency	Definition	Data Source
Utilities installed		Quarterly	Identify what has been constructed as a result of the project. Drop down list: water pipe; gas pipe, electric cables, internet cable. And km of cabling/piping	Scheme sponsor monitoring information
Area of land experiencing a reduction in flooding likelihood	ha	Quarterly	Area of land with a reduced likelihood of flooding as a result of the project	Scheme sponsor monitoring information
Business Support, Innovation and Broadband				
Number of enterprises receiving non-financial support		Quarterly	Number of SMEs receiving support (including advice and training) with the intention of improving performance (i.e. reduce costs, increase turnover/profit, innovation, exporting). Value of the support should be a minimum of £1,000, calculated at Gross Grant Equivalent (see ERDF guidance) or a minimum of 2 days of consulting advice.	Scheme sponsor monitoring information
Number of new enterprises supported		Quarterly	As above, but businesses that have been trading for less than three years.	Scheme sponsor monitoring information
Number of potential entrepreneurs assisted to be enterprise ready		Quarterly	Number of individuals receiving non-financial support (i.e. advice or training) with the intention of commencement of trading	Scheme sponsor monitoring information
Number of enterprises receiving grant support		Quarterly	Number of SMEs receiving grant funding support with the intention of improving performance (i.e. reduce costs, increase turnover/profit, innovation, exporting). To be counted where the support is at least £1,000.	Scheme sponsor monitoring information

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	Unit	Frequency	Definition	Data Source
Number of enterprises receiving financial support other than grants		Quarterly	Number of SMEs receiving funding support in the form of equity or repayable loan instruments with the intention of improving performance (i.e. reduce costs, increase turnover/profit, innovation, exporting). Counted where amount of support is at least £1,000.	Scheme sponsor monitoring information
Additional businesses with broadband access of at least 30mbps		Quarterly	For broadband interventions only: number of additional commercial premises that, as a result of intervention, now have the option to access broadband of at least 30mbps (average), where this was not previously the case	Scheme sponsor monitoring information
Skills Capital				
New build training/learning floorspace	Sq m	Quarterly	The amount of "new build" training/learning floorspace constructed. Figures to be provided following completion.	LEP to record from Post Occupancy Evaluation reports (standard reports submitted to SFA on project completion) and/or project implementation reports submitted by colleges/providers
Refurbished training/learning facilities	Sq m (where FE colleges are involved, by estate grading)	Quarterly	The amount of new training/learning floorspace refurbished to improve building condition and/or fitness for purpose. For FE colleges, this should be by estate grading. Figures to be provided following completion.	LEP to record from Post Occupancy Evaluation reports and/or project implementation reports submitted by colleges/providers

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	Unit	Frequency	Definition	Data Source
Floorspace rationalised	Sq m	Quarterly	The amount of overall floorspace reduced following completion of the project through, for example, demolition or disposal. Figures to be provided following completion.	LEP to record from Post Occupancy Evaluation reports and/or project implementation reports submitted by colleges/providers
Outcomes				
Transport				
Follow on investment at site	£, by source	Annually	For "impact" sites, the volume of public, private or third sector investment undertaken at the site over and above that directly associated with the Growth Deals project, where there is a demonstrable link with the Growth Deals project. This should not include in-kind contributions. "Impact" sites are those sites where there has been a demonstrable unlocking impact as a result of the Growth Deals transport project - these sites of "impact" are to be mutually agreed by LEP/HMG in advance of reporting. Likely to require primary survey work. Deliberately constructed as a gross measure, no correction for deadweight or displacement to be applied at this stage.	Scheme sponsor
Commercial floorspace occupied	sq m, by class	Annually	For "impact" sites, the area and class of commercial floorspace completed that is currently occupied by commercial tenants. "Impact" sites are those sites where there has been a demonstrable unlocking impact as a result of the Growth Deals transport project - these sites of "impact" are to be mutually agreed by LEP/HMG in advance of reporting. Likely to require primary survey work	Scheme sponsor

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	Unit	Frequency	Definition	Data Source
			Impacts are gross - no account of displacement. This outcome is a further link of the chain proceeding from follow-on investment rather than a completely separate outcome	
Commercial rental values	£/sq m per month, by class	Annually	The market rate for leasing commercial floorspace at the "impact" site	Scheme sponsor
Land, Property, and Flood Protection				
Follow on investment at site	£, by source	Annually	For the project site, the volume of public, private or third sector investment undertaken at the site over and above that directly associated with the initial Growth Deals project, where there is a demonstrable link with the Growth Deals project. This should not include in-kind contributions.	Scheme sponsor
Commercial floorspace refurbished	sq m, by class	Annually	For project sites, the area and class of refurbished commercial floorspace. Floor areas should be measured in accordance with the RICS Code of measuring practice (6th edition) 2007.	Scheme sponsor
Commercial floorspace occupied	sq m, by class	Annually	For project sites, the area and class of commercial floorspace constructed/refurbished that is currently occupied by commercial tenants.	Scheme sponsor
Commercial rental values	£/sq m per month, by class	Annually	The market rate for leasing commercial floorspace at the project sites	Scheme sponsor
Business Support, Innovation, and Broadband				

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	Unit	Frequency	Definition	Data Source
Financial return on access to finance schemes	%	Annually	The financial return to the scheme associated with revolving/repayable access to finance interventions - measured as a % return on initial investment.	Scheme sponsor monitoring information
Skills Capital				
Follow on investment at site, including revenue funding	£, by source	Annually	For the project site, the volume of public, private or third sector investment undertaken at the site (including revenue funding, for example for training courses) over and above that for the Growth Deals project, where there is a demonstrable link with the Growth Deals project. This should not include in-kind contributions.	College/SFA data
Post code for new build sites	Qualitative	Annually	Post code for new build sites, for matching with SFA database. This information can potentially be used by the SFA to draw out metrics on learners and qualifications at the site level, to be shared with LEPs.	Scheme sponsor monitoring information

Appendix 3 – BIS Additional Monitoring for Specific Schemes

	Unit	Frequency	Definition	Data Source
Transport - to be collected for all projects/programmes involving more than £5m public funding and where these metrics and the collection points are relevant to the intervention				
Average daily traffic and by peak/non-peak periods	Vehicles	Bi-Annually	Average daily traffic by direction; AM, Inter- and PM peak hour traffic flows by direction.	Automatic Traffic Counters; Manual Classified Counts

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	Unit	Frequency	Definition	Data Source
			Data collection location depends on the potential impact of transport schemes. Peak/inter-peak is defined based on local traffic flows. This applies to most transport interventions.	
Average AM and PM peak journey time per mile on key routes (journey time measurement)	hr/mile	Bi-Annually	Average AM and PM peak journey time per mile on key routes. Traffic congestion statistics reported across whole intervention area and on key corridors targeted for investment.	Trafficmaster data; Automatic Number Plate Recognition
Average AM and PM peak journey time on key routes (journey time measurement)	Minutes	Bi-Annually	Average AM and PM peak journey time on key routes. Data collection location depends on the potential impact of transport schemes.	Journey time suveys
Day-to-day travel time variability	Minutes	Bi-Annually	Standard deviation of AM and PM peak hour journey time. This applies to highway/public transport intervention on key corridors targeted for investment	Journey time suveys; Trafficmaster data
Average annual CO2 emissions	Tonnes	Bi-Annually	Average annual CO2 emissions Report across whole intervention area	Local Authority Carbon Tool based on distance travelled, vehicle speed and vehicle mix
Accident rate	Number, by severity	Bi-Annually	Number of accidents and accident rate by severity and class of road.	STATS 19 Accident data

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	Unit	Frequency	Definition	Data Source
			Report on key roads/junctions/area targeted for improvement. This metric applies to those schemes which are anticipated to have a significant impact on accidents.	
Casualty rate	Number, by severity	Bi-Annually	<p>Number of casualties and casualty rate by severity and class of road user.</p> <p>Report on key roads/junctions/area targeted for improvement. This metric applies to those schemes which are anticipated to have a significant impact on accidents.</p>	STATS 19 Accident data
Nitrogen Oxide and particulate emissions	NOX (tonnes); PM10 (µg/m3)	Bi-Annually	<p>NOX emissions in tonnes per year; PM10 concentrations per year.</p> <p>Affected network is defined as the existing route, the new route, or an improved route on which traffic flow changes are considered to be significant. This metric applies to those schemes which are anticipated to have a significant impact on air quality.</p>	Air quality monitoring survey
Traffic noise levels at receptor locations	LA10, 18hr (dB)	Bi-Annually	<p>Traffic noise levels at receptor locations</p> <p>This depends on the scale of the proposed project, the site and local circumstances, and the location of sensitive receptors. This metric applies to those schemes which are anticipated to have a significant impact on noise.</p>	Automatic Traffic Counters (18 hour Annual Average Weekday Traffic, composition of traffic - % Heavy Goods Vehicles, average traffic speeds); Noise monitoring survey

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	Unit	Frequency	Definition	Data Source
Annual average daily and peak hour passenger boardings		Bi-Annually	Annual average daily passenger boardings; AM, inter- and PM peak hour passenger boardings	Bus/rail ticketing data; Manual counts at stops/stations
Bus/light rail travel time by peak period	Minutes	Bi-Annually	AM and PM peak bus/light rail travel time	Bus journey time surveys or Automatic Vehicle Location data; Rail journey timetable
Mode share (%)	%	Bi-Annually	AM and PM peak proportion of trips for different travel modes	Automatic Traffic Counters; Manual Classified Counts
Pedestrians counts on new/existing routes		Bi-Annually	Pedestrians counts on new/existing routes This applies to sustainable transport initiatives for walking.	Manual counts; Video cameras
Cycle journeys on new/existing routes		Bi-Annually	Cycle journeys on new/existing routes This applies to sustainable transport initiatives for cycling.	Manual cycle counts; Automatic cycling counters; Video cameras
Households with access to specific sites by mode within threshold times	Number	Bi-Annually	Households with access to specific sites within 20/40 minutes using public transport/walking, car and cycle	Accessibility statistics published by DfT; Produce bespoke accessibility measures and travel time

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	Unit	Frequency	Definition	Data Source
				calculations using off-the-shelf software
Business Support, Innovation and Broadband - to be collected where more robust evaluation is planned and where these metrics are relevant to the intervention				
Detail of successful and unsuccessful applicants		On-going	Administrative database covering company name, address, post code and CRN - company reference number. Named contact, telephone number and email address (and consent for being contacted). This should be captured for both successful and unsuccessful applicants. Required for robust long term evaluation	Scheme sponsor monitoring information
Beneficiary characteristics (business age, size, sector)		On-going	Collected at the point of initial contact with business: - Age: year of business registration / founding year - Size: turnover and employment	Scheme sponsor monitoring information
Other support provided to applicant firm	£, by scheme	On-going	Other types of support received by successful applicants; covering the scheme, timing, type and value (£) of support received	Scheme sponsor monitoring information
Number of entrepreneurial readiness assists progressing to full trading	Number	Annually	The number of potential entrepreneurs assisted that have subsequently progressed to full trading. Will require a bespoke survey of beneficiaries - could do on a sample basis.	Scheme sponsor

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	Unit	Frequency	Definition	Data Source
Number of enterprises assisted to cooperate with research entities/institutions	Number	Annually	The number of treated SMEs working jointly with research entities after assistance has been given. Should be counted up to 3 years following support. Knowledge transfer is about transferring good ideas, research results and skills between the knowledge base and business to enable innovative new products and services to be developed	Scheme sponsor
Number of enterprises supported to introduce new to the market products	Number	Annually	The number of treated SMEs that successfully introduce a new-to-market product after assistance has been given. Product should be available for commercial purchase. Should be counted up to 3 years following support.	Scheme sponsor
Number of enterprises supported to introduce new to the firm products	Number	Annually	The number of treated SMEs that successfully introduce a new-to-firm product after assistance has been given. Product should be available for commercial purchase Should be counted up to 3 years following support.	Scheme sponsor

Greater Lincolnshire Local Enterprise Partnership

Due Diligence Assessment

In Respect of

Single Local Growth Fund

For

xxx

2018

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Date:

Rachel Lister BSc (Hons) MRICS

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Bromsgrove

B60 3DJ



ASSUMPTIONS AND BENCHMARK GUIDANCE IN RELATION TO VALUE FOR MONEY ASSESSMENT

1. PURPOSE OF THE NOTE

To provide commentary and explanation in relation to assessing value for money of output flowing from public investment in accordance with standard benchmarks produced by Homes England and MHCLG. It is noted that some outputs do not have specified benchmarks and are therefore assessed on the individual merit of projects.

2. OUTPUT AND VALUE FOR MONEY BENCHMARKS

iv) Core Outputs (Strategic Economic Plan)	Value for Money Benchmarks
Public Investment Leveraged (£)	The standard benchmark ratio is 1:2 which equates to good value for money; however typically this output is deemed to be of lower priority for projects where all investment necessary to facilitate delivery is coming from the public sector.
Private Sector Investment Leveraged (£)	The minimum ratio for good value for money is 1:2. Anything below a ratio of 1:2 is considered to be poor value for money and anything above very good value for money.
Number of new Jobs Created (gross)	A cost per job falling within the parameters of £5,000 to £15,000 is deemed to be within acceptable parameters. It is now specified that the creation of higher skilled jobs are recognised to generally cost more to create and therefore a cost per job of up to £40,000 may be deemed as value for money providing this can be justified.
Number of Jobs Safeguarded (gross)	As above.
Number of new housing units completed	General value for money parameters are for a cost per unit of £25,000.
v) Local Strategic Outputs	

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Commercial floor space refurbished/constructed and occupied (sq. m)	The value for money benchmark states a cost of around £200 per sq. m; although a higher cost maybe justifiable for more specialist type space.
Number of businesses assisted to improve performance	Subject to assessment on a project by project basis and whether outputs are core or ancillary and there are no specific benchmarks in this regard. Also to take into account the nature of the business assisted and the type of support given.
Number of learners supported	Subject to assessment on a project by project basis and whether outputs are core or ancillary and nature of support provided, full time/part time.
Number of new businesses created	Subject to assessment on a project by project basis and whether outputs are core or ancillary and there are no specific benchmarks in this regard. Also to take into account the type of business created and assistance provided to enable creation of the business.
GVA Uplift	The thresholds for calculating GVA uplift are as follows: <ul style="list-style-type: none"> • £30,000 per employee in the retail sector • £30,000 per employee in the leisure sector • £30,000 per employee in the industrial sector • £60,000 per employee in the office sector
vi) Others * Specify	
New build training/learning floor space	Assessed on a project by project basis depending on the nature of the space to be constructed and whether this is a basic build scheme or more specialist type space.
Benefit cost ratio (BCR) Highways projects	BCR is assessed on the following basis: <p>0 or below is very poor</p> <p>0 – 1 is poor</p> <p>1 – 1.5 is low</p> <p>1.5 – 2 is medium</p> <p>2 – 4 is high</p> <p>4 plus is very high</p>

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	In order for a project to be good value for money, the BCR should be assessed as being high or very high. It is also confirmed that qualitative arguments can be made in relation to other benefits generated by a project justifying a higher value for money assessment being attributable to a project.
Land value uplift	This involves the value of land being estimated prior to a project being undertaken and assessed against the value of the land post completion of the works to be undertaken by the public sector. In order for a project to be assessed as being good value for money, a BCR at a minimum 1 – 1.5 should be achieved.
Non-monetised impacts	Such impacts can arise from health, environmental and educational improvements and are qualitative and required to be assessed on a project by project basis.

3. SUMMARY

In addition to the above there are a myriad of other outputs and benefits that are specifically related to the direct delivery of new housing, such as health. These outputs have not specifically been incorporated at this time and are recommended to be considered by GLLEP as to whether they would require these to be included accordingly.



Rachel Lister BSc (Hons) MRICS

RICS Registered Valuer

Director