

## **New Anglia Local Enterprise Partnership Board Meeting**

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**Wednesday 20<sup>th</sup> September 2017**

10.00am to 12.15pm

Suffolk Food Hall, Wherstead, Ipswich, Suffolk, IP9 2AB.

### **Agenda**

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1. Welcome	
2. Apologies	
3. Declarations of Interest	
4. Actions / Minutes from the last meeting	
5. Managing Director's Report	15 mins
6. Finance Report - including confidential appendices	5 mins
7. Business Performance Reports	10 mins
8. National LEP Policy Development – report and discussion	20 mins
9. PWC Operations Review Implementation – Confidential report and discussion	40 mins
10. Economic Strategy Update – report and discussion	20 mins
11. Any other business	10 mins



15 mins

15 mins

5 mins

10 mins

20 mins

40 mins

20 mins

10 mins

**Date and time of next meeting:** 25<sup>th</sup> October 10am-12.30pm

**Venue:** City College Norwich, Ipswich Road, Norwich, NR2 2LJ



**New Anglia Board Meeting Minutes  
(Unconfirmed)  
19<sup>th</sup> July 2017**



**Present:**

Cllr David Ellesmere (DE)	Ipswich Borough Council
Doug Field (DF)	East of England Coop
Cllr John Griffiths (JG)	St Edmundsbury Borough Council
Dominic Keen (DK)	High Growth Robotics
Steve Oliver (SO)	MLM Group
Mark Pendlington (MP)	Anglian Water
Cllr Andrew Proctor (AP)	Broadland District Council
Prof David Richardson (DR)	UEA
Lindsey Rix (LR)	Aviva
Cllr Alan Waters (AW)	Norwich City Council
Jeanette Wheeler (JW)	Birketts

**In Attendance:**

Chris Dashper (CD)	New Anglia LEP
Iain Dunnett (ID)	New Anglia LEP
Viv Gillespie (VG)	Suffolk New College (For Nikos Savvas)
Shân Lloyd (SL)	BEIS
Hayley Mace (HM)	New Anglia LEP
Emily Manser (EM)	New Anglia LEP
Julian Munson (JM)	New Anglia LEP
Vince Muspratt (VM)	Norfolk County Council
Lisa Roberts (LiR)	New Anglia LEP
Sue Roper (SR)	Suffolk County Council
Cllr Richard Smith (RS)	Suffolk County Council (For Colin Noble)
Keith Spanton (KS)	New Anglia LEP
Chris Starkie (CS)	New Anglia LEP
Helen Wilton (HW)	New Anglia LEP
Tim Armstrong (TB)	PwC for Item 5
Richard Bales (RB)	PwC for Item 5
Patrick White (PW)	MetroDynamics for Item 6
Simon Witts (SW)	Aviation Skills Partnership for Item 1

<b>Actions from the meeting: (19.07.17)</b>	
<p><b>LEP Operations Review</b></p> <ul style="list-style-type: none"> <li>To develop an action plan to implement the recommendations. This work should be led by Doug Field (DF) and DE supported by CS</li> </ul> <p><b>Managing Director's Report</b></p> <ul style="list-style-type: none"> <li>MP to speak to Jamie Burles at Abellio, to ascertain the position re strike action</li> <li>CS to update the Board on the LEP's current position on investment in tourism in the region</li> <li>LiR &amp; CD to review discrepancy between Dashboard RAG rating and that of the BPRs</li> </ul> <p><b>Business Performance Report</b></p> <ul style="list-style-type: none"> <li>CD to provide details of the Small Grant Scheme applications to Dominic Keen (DK)</li> </ul> <p><b>New Anglia Capital Progress Report</b></p> <ul style="list-style-type: none"> <li>The Board to be provided with the Terms of Reference for the New Anglia Capital Committee</li> <li>The Board to receive an analysis of the return on NAC investments at a future Board meeting.</li> </ul> <p><b>Draft Accounts for 2016/17</b></p> <ul style="list-style-type: none"> <li>To delegate signed off of the accounts &amp; audit letter to the chairman, MP, &amp; DF, the LEP Finance committee chairman.</li> <li>For AW to be added to the document</li> </ul> <p><b>Election of New Chairman</b></p> <ul style="list-style-type: none"> <li>Hayley Mace (HM) to draft &amp; issue a press release re the appointment</li> </ul>	<p><b>DF/DE/CS</b></p> <p><b>MP CS</b></p> <p><b>LIR/CD</b></p> <p><b>CD</b></p> <p><b>SO/AP</b></p> <p><b>CD</b></p> <p><b>MP/DF KS</b></p> <p><b>HM</b></p>
<b>1</b>	<b>Welcome from the Chairman</b>
<p>Mark Pendlington (MP) welcomed everyone to the meeting and thanked the Aviation Academy for the warm welcome and hosting the meeting. MP also welcomed new Board member Dominic Keen, Richard Bales and Tim Armstrong from PwC, Patrick White from MetroDynamics and Richard Smith and Viv Gillespie who deputised for Colin Noble and Nikos Savvas respectively.</p> <p>Simon Witts (SP) provided the meeting with a presentation on the background to the Academy, its strategic fit into wider plans for the industry and training of skilled staff for the aviation industry.</p>	
<b>2</b>	<b>Apologies</b>
<p>Sandy Ruddock (SR) – Scarlett &amp; Mustard  Nikos Savvas (NS) – West Suffolk College  Tim Whitley (TW) - BT  Colin Noble (CN) – Suffolk County Council  Cliff Jordan (CJ) – Norfolk County Council</p>	
<b>3</b>	<b>Declarations of Interest</b>
<p>Full declarations of interest can be found at <a href="http://www.newanglia.co.uk/about-us/the-board/">http://www.newanglia.co.uk/about-us/the-board/</a>.</p> <p>The board were reminded that declarations of interest are required as part of LEP scrutiny and must be submitted to the LEP office at the earliest convenience.</p> <p>Declarations relevant to this meeting:</p> <ul style="list-style-type: none"> <li>Doug Field – noted an interest in SupaPass</li> </ul> <p>CS requested that Board members return the Register of Interests forms issued by Charley Purves as a priority.</p>	
<b>4</b>	<b>Minutes of the last meeting 21<sup>st</sup> June 2017</b>
<p><i>Actions of the last meeting updated as follows:</i></p> <p><b>6. Managing Director's Report</b> – Integrated Transport Strategy – further comments from board members are welcome. The Board was advised that further comments were still welcome.</p> <p><b>7. Finance Report</b> - A starters and leavers chart and wider staff structure chart to be circulated to the board. Complete</p> <p><b>11. Business Performance Reports</b> - A letter regarding fire regulations to be sent to the developer of the Ipswich Winerack. Complete</p>	
	<p>All</p> <p>CS</p> <p>ID</p>

<p>Further updates</p> <p><b>6. Managing Director’s Report</b></p> <p><b>Delphi Diesels</b> – CS confirmed that discussion with the Council were ongoing and plans were in place to provide support when required.</p> <p><b>Heart of the South West trade visit</b> – Hayley Mace (HM) updated the meeting on the schedule for the visit.</p> <p><b>The minutes were accepted as a true record of the meeting held on 21<sup>st</sup> June 2017.</b></p>	
<p><b>5</b>   <b>LEP Operations Review</b></p>	
<p>Richard Bales (RB) &amp; Tim Armstrong (TA) provided a presentation on the review of the LEP operation that PwC had been asked to perform and thanked Board members for their input. It was explained that the process had identified that the LEP had experienced a period of rapid growth and the review was aimed at ensuring that the processes and governance kept up with this growth.</p> <p>The findings and recommendations from the report were reviewed in more detail highlighting the recommendations made for the Board to consider.</p> <p>The meeting discussed the findings further.</p> <p>John Griffiths (JG) asked PwC how their findings compared with reviews of other LEPs carried out to date. The meeting was advised that other LEPs were moving to a structure including a Chief Executive position along with a deputy. Issues with risk management were found to be similar.</p> <p>David Ellesmere (DE) asked whether there was any preferred recommendation for how the role of Chair was carried out and how other LEPS dealt with public board meetings. RB advised that his view was that extra capacity in the Executive team was required in order to have a non-executive Chair rather than reissuing responsibilities within the existing capacity. Regarding holding public meetings CS advised that the vast majority of LEPs did not hold meetings in public.</p> <p>Lindsay Rix (LR) noted that some Board members attended as individuals while other represented a wider body with potentially differing views. Steve Oliver (SO) agreed that private sector board members cannot appoint deputies while those in the public sector &amp; education can. The meeting discussed the issue of deputies further.</p> <p>Alan Waters (AW) raised the issue of public meetings and the visibility of the LEP and felt that steps needed to be taken to raise this.</p> <p>The Board then discussed the review in a session for Board members only.</p> <p>On continuation of the full meeting MP stressed that the review should be seen as a positive step and had highlighted issues which had arisen due to the rapid growth and expansion of the LEP. The review should be seen as an opportunity to improve further still.</p> <p><b>The Board agreed:</b></p> <ul style="list-style-type: none"> <li>• To note the content of the presentation</li> <li>• To develop an action plan to implement the recommendations. This work should be led by Doug Field (DF) and DE supported by CS</li> </ul>	<p><b>DF/DE</b></p>
<p><b>6</b>   <b>Economic Strategy</b></p>	
<p>Lisa Roberts (LiR) issued a document detailing the work carried out to date on the Economic Strategy and identified the key themes raised so far. Approximately 550 people have attended stakeholder events to date with similar themes identified in all sessions.</p> <p>Patrick White (PW) reviewed the emerging priorities – driving growth and productivity in our sectors, competitive clusters, co-ordinating the LEP’s offer, building human capital and collaboration both across sectors and across local authorities.</p> <p>The meeting discussed the findings. JG noted that the strategy should not solely be focussed on Norfolk and Suffolk and needed to look wider in places to include local growth areas which sat outside those two counties as these would influence growth within the LEP. LiR confirmed that a holistic approach to growth would be draw up rather than focussing on specific industries or geographic areas.</p>	

<p><b>The Board agreed:</b></p> <ul style="list-style-type: none"> <li>To support the approach taken to date.</li> </ul>	
<p><b>7 Manging Director's Report</b></p>	
<p>CS took the majority of the paper as read and added the following items:</p> <p><b>LEP Network Meeting</b> – CS updated the meeting on the meeting held on 18<sup>th</sup> July noting that Joe Manning reiterated Government support of LEPs. Mary Ney is conducting a review of governance and transparency of LEPs and its recommendations which could tie in with these of PwC. CS confirmed that the LEP has already started work on a number of the recommendations.</p> <p><b>Shared Prosperity Fund</b> – (a successor to the ESF). It was noted that LEPs will be key in the management and distribution of the fund and the LEP Network has commissioned a piece of work to set out the role LEPs could play.</p> <p><b>Great Eastern Mainline Taskforce</b> – Lindsay Rix (LR) raised the issue of potential strike action affecting Greater Anglia and the region regarding the role of conductors. MP confirmed that he will contact Jamie Burles at Abellio to ascertain the risk and potential impact of this.</p> <p>DR queried whether the LEP was reducing spend on tourism. CS confirmed that the phased funding had been completed as per the agreement. CS to confirm the current position to the Board.</p> <p>Housing - CS met with the HCA to discuss options for investment. It was agreed that the private sector would benefit from more understanding of what funds the HCA has at its disposal.</p> <p>Ambitions Dashboard LR noted that the RAG status of the dashboard was not completely green but the BPRs were and queried whether there was there is lack of correlation between the two. CS noted that this difference was largely due to timing issues. LR queried whether the RAG rating was correct or if there were other issues involved</p> <p><b>The Board agreed:</b></p> <ul style="list-style-type: none"> <li>To note the content of the report</li> <li>MP to speak to Jamie Burles at Abellio, to ascertain the position re strike action</li> <li>CS to update the Board on the LEP's current position on investment in tourism in the region</li> <li>LiR &amp; CD to review discrepancy between Dashboard RAG rating and that of the BPRs</li> </ul>	<p>MP CS  LiR/CD</p>
<p><b>8 Business Performance Reports</b></p>	
<p>CS took the majority of the papers as read and added the following items:</p> <p><b>Growing Places Fund</b> <b>The Snetterton Project</b> – Rated red as, although the scheme was still viable, it was no longer considered to be the best scheme available. There revised plan was due to be presented to the July Board but further work on risk was required therefore this will be brought back in September.</p> <p><b>Growth Programme</b> <b>Small Grants Scheme</b> – Rated red as there has been a delay in getting scheme approved by central government. Throughput of grants has increased significantly and the status is on track to be reduced to amber over the next few months. Dominic Keen (DK) expressed interest in receiving more detail on applications.</p>	

	<p><b>The Board agreed:</b></p> <ul style="list-style-type: none"> <li>To note the content of the report.</li> <li>That details of Small Grant Scheme applications would be provided to DK</li> </ul>	<b>CD</b>
<b>9</b>	<b>New Anglia Capital Progress Report</b>	
	<p>JW noted that a potential investment had not been supported by NAC, CD confirmed that this was because the project had not received any commitment from local investors and NAC, as a co-investment fund required local input to share the investment risk on a local level, provide essential due diligence and grow the local angel investor network. The business has been referred on to the Growth Hub to explore other funding options.</p> <p>Andrew Proctor (AP) noted that one project in the NAC report was detailed as high risk and that given public funds were involved the full risk of all projects need to be understood. Steve Oliver (SO) suggested that understanding the proposed return of existing investments would be useful.</p> <p>CD confirmed that the focus had initially been on NAC supporting businesses to grow and create jobs where a grant or a loan was inappropriate and that a significant return on investment was not the driving factor, although all investments were expected to at least return the initial investment within 3 years. The growth of the angel network in Norfolk and Suffolk was also an important dimension of the NAC initiative.</p> <p>CD agreed that the reporting on investments would include as much data on returns on investments as possible going forward and will be reported back on a regular basis. New Anglia Capital Terms of reference would be supplied for the September Board.</p> <p><b>The Board agreed:</b></p> <ul style="list-style-type: none"> <li>To note the content of the report.</li> <li>To receive a Terms of Reference for the New Anglia Capital Committee</li> <li>To receive an analysis of the return on NAC investments at a future Board meeting.</li> </ul>	<b>SO/AP CD</b>
<b>10</b>	<b>Innovation Board progress report</b>	
	<p>Julian Munson (JM) reviewed the report as included in the meeting papers.</p> <p><b>The Board agreed:</b></p> <ul style="list-style-type: none"> <li>To note the content of the report.</li> </ul>	
<b>11</b>	<b>Finance report</b>	
	<p>Keith Spanton (KS) reviewed the Finance report as included in the Board papers. It was noted that there is currently a surplus of £63,538 some of which will be reduced due to realignment of spend.</p> <p><b>The Board agreed:</b></p> <ul style="list-style-type: none"> <li>To note the content of the reports.</li> </ul>	
<b>12</b>	<b>Draft Accounts for 2016/16 for agreement</b>	
	<p>KS reviewed the key statements as included in the accounts. Alan Waters (AW) noted that he was missing from the list of directors.</p> <p><b>The Board agreed:</b></p> <ul style="list-style-type: none"> <li>To agree the contents of the Accounts</li> <li>To delegate signed off of the accounts &amp; audit letter to the chairman, MP, &amp; DF, the LEP Finance committee chairman.</li> <li>For AW to be added to the document</li> </ul>	<b>MP/DF KS</b>
<b>13</b>	<b>Election of new Chairman</b>	
	<p>MP reviewed the process carried out to date. MP confirmed that DF had been proposed by LR &amp; seconded by Nikos Savvas (NS). MP asked the board to vote in favour of the appointment, This was agreed unanimously.</p> <p><b>The Board agreed:</b></p> <ul style="list-style-type: none"> <li>That DF should be appointed to the role of chair</li> </ul>	

	<ul style="list-style-type: none"> <li>That Hayley Mace (HM) would draft &amp; issue a press release re the appointment</li> </ul>	<b>HM</b>
<b>14</b>	<b>Any Other Business</b>	
	<ul style="list-style-type: none"> <li>None</li> </ul>	

**Next meeting:**

Wednesday 20<sup>th</sup> September – 10am-12.30pm, followed by the AGM 1.15pm- 2.15pm  
 Suffolk Food Hall, Wherstead, Ipswich, Suffolk, IP9 2AB

### Actions from New Anglia LEP Board Meetings

Date	Item No.	Action	Update	Actioned By	Date	Status
19-Jul-17	5. Operations Review	To develop an action plan to implement the recommendations. This work should be led by Doug Field (DF) and DE supported by CS	Agenda item at September Board meeting	DF		Completed
19-Jul-17	7. Managing Directors Report	MP to speak to Jamie Burles at Abellio, to ascertain the position re strike action	A letter has been received from Jamie Burles	MP		Completed
13-Jun-17	7. Managing Directors Report	CS to update the Board on the LEP's current position on investment in tourism in the region		CS		On-Going
19-Jul-17	7. Managing Directors Report	LiR & CD to review discrepancy between Dashboard RAG rating and that of the BPRs	Action taken to resolve	LiR/CD		Completed
19-Jul-17	8. BPRs	CD to provide details of the Small Grant Scheme applications to Dominic Keen (DK)		CD		On-Going
19-Jul-17	9. New Anglia Capital Progress Report	The Board to be provided with the Terms of Reference for the New Anglia Capital Committee		CD		Completed
19-Jul-17	9. New Anglia Capital Progress Report	The Board to receive an analysis of the return on NAC investments at a future Board meeting.	Included within BPRs	CD		Completed
18-Jun-17	12. Draft Accounts for 2016/2017	To delegate signed off of the accounts & audit letter to the chairman, MP, & DF, the LEP Finance committee chairman.		MP/DF/KS		Completed
19-Jul-17	12. Draft Accounts for 2016/2018	For AW be added to the document		KS		Completed
19-Jul-17	13. Election of New Chairman	Hayley Mace (HM) to draft & issue a press release re the appointment		HM		Completed
21-Jun-17	6. Managing Directors Report	Integrated Transport Strategy – further comments from board members are welcome		All		On-Going
23-May-17	7. Business Performance Reports	Growth Programme - A presentation on Eastern Agri-Tech Initiative to be brought to the Innovation Board.				On-going
23-May-17	10. Inward Investment framework	Hayley Mace to work up a presentation base and circulate key messages to board members.		HM		Completed
23-May-17	10. Inward Investment framework	An inward investment/international committee to be created with Jeanette Wheeler, David Richardson, Mark Goodall and Tim Whitley.	A committee has been established with the first meeting being planned			On-going
23-May-17	10. Inward Investment framework	Job descriptions for the new roles to be circulated to the new committee.		JM		On-going
22-Feb-17	5. EU Funding for Norfolk and Suffolk	The LEP executive to develop a plan for the future uses of the report, to include costs and how the LEP can engage and collaborate with businesses.				On-going
22-Feb-17	7. Finance Report	The LEP executive to continue to lobby Treasury regarding irrecoverable VAT.				On-going
18-Jan-17	6. Managing Directors Report	A paper to be brought to a future board meeting to detail the challenges in Housing and considered with the SEP Development.	A paper to be brought to a future board meeting	CS		On-going



## Overview

*This section provides a snapshot of the main LEP team activity since the July board meeting*



### **Economic Strategy**

Good progress is being made on the new Economic Strategy, which remains on track for approval at the October board meeting.

The response from partners has been positive and a wide range of partners have been heavily engaged with the LEP team, including the workshop on September 4th.

Over the past two weeks the LEP team has been collating all of the feedback and suggested alterations received from partners.

On the 8<sup>th</sup> September the Executive Summary of the strategy was shared with the LEP Board, business intermediaries, all Local Authority Leaders, Chief Executives, LEP sub Boards and sector group leads.

From close of play on 19<sup>th</sup> September the full Economic Strategy will be shared with partners for endorsement.

This later deadline has enabled changes to be made to the document, and will still enable local authority colleagues enough time to endorse the document before the LEP Board meeting on October 25th.



### **Growth Programme- Small Grant Scheme**

As a result of a number of changes to the former Micro Grant Scheme, funded through the ERDF programme, the new Small Grant Scheme has seen a significant increase in both interest and subsequent applications for funding from SMEs since the beginning of July. Alongside the renaming of the programme and an increase of the maximum grant award to £25k, the fund has seen a targeted promotion campaign to encourage applicants to come forward for support.

Coordinated through the Growth Hub, the Micro Grant Scheme has more than doubled the number of applicants to the scheme to 70 since July and increased the private match funding generated to £2.3m, almost 50% of the target to August 2018. More detail can be found in the Business Performance Reports

### **Growth Deal**

August 5 saw the public launch of the International Aviation Academy Norwich. Attended by Doug Field, Chris Starkie and Chris Dashper, the event was an opportunity to highlight the local business involvement in the project, with a number of businesses previously supported by the LEP in attendance. The building was formally opened by Carol Vorderman in her role as Honorary Ambassador for the RAF Air Cadets. On display were a number of Rolls Royce jet engines secured with the support of the LEP which will form the centrepiece of the Academy's local heritage project.

A number of 17/18 Growth Deal projects are nearing the formal offer stage, including Lowestoft Flood Risk Management, East Coast College, Ely Area Rail Capacity study and the Great Yarmouth Proserv building investment.

Once the formal offers are in place, projects will be supported to bring forward as much future spend as possible into 2017/18 to assist with the mitigation of the under allocation and any project slippage during the year. More information can be found in the Business Performance reports

## New Anglia Capital

Two new investments were considered at the most recent NAC Board meeting held on 7 September, one an on-line education support package and one a device for electric vehicles. The NAC Board agreed to support both projects, subject to further information and appropriate due diligence.

In addition, the second tranche of funding for the Medtech Accelerator managed by Health Enterprise East was agreed. Medtech is currently considering a first investment in a New Anglia project, in the Ablatus project previously invested in by New Anglia Capital. More information can be found in the Business Performance Reports



### Communications and engagement

Positive media coverage has continued through the summer, with coverage of Growth Deal projects including work beginning on Beccles southern relief road.

A number of milestones have also been promoted, including the Growth Hub reaching 30,000 hours of business support and 50 businesses now holding the New Anglia Youth Pledge Marque.

Work to build a new New Anglia LEP website has made significant progress. The new site is being built in-house and will have a revised structure to make information clearer and easier to find.

It will also have improved functionality on tablets and mobile. Members of the executive team are currently reviewing and testing pages, with a view to the site being live in early October. More information can be found in the Business Performance Reports



### Robust Finance

Management accounts for period ended 31 August 2017 – year to date income is £516k with an operating surplus of just over £111k, this is ahead of budget by just under £100k Operating cash balance is £193k which is in line with management expectations

The LEP's year-end financial statements to 31 March 2017 were approved at the July board meeting. Lovewell Blake has now signed the auditors report and issued the final set of accounts. A summary of these accounts will be presented at the annual general meeting, after the September board meeting

## LEP actions and activity

*This section provides a detailed update on other activities and key issues since the July board meeting*



### Norfolk and Suffolk Integrated Transport Strategy

The LEP's Local Transport Board, which comprises representatives from local authorities, business and key transport providers, continues to develop the Norfolk and Suffolk Integrated Transport Strategy.

The strategy is a high level framework looking at existing transport provision and identifying priorities for the future, taking into account economic growth plans, as well as changing demand patterns and developments in technology.

The work is being produced by a team from KPMG and Mouchel, supported by colleagues from the two county councils and the LEP. A working group from the LEP Transport Board is overseeing the work.

An initial draft of the document was considered by the LEP Transport Board at its meeting on September 5<sup>th</sup>. Further work is being undertaken and will be considered by a meeting of the Transport Forum working group.

The transport strategy is one of a number of plans that will sit beneath the overall LEP Economic Strategy and careful attention has been taken to ensure the complementary nature of the two pieces of work.

The transport strategy is expected to be brought for consideration by the LEP board at November's board meeting.

### **LEP Skills Board Workshop**

The LEP's Skills Board, now under the chairmanship of Paul Winter, held a strategy workshop on September 12<sup>th</sup>.

The purpose of the workshop was to review the draft Economic Strategy and start to consider the key elements which will be in the Skills Strategy and Implementation Plan, which will be one of the underpinning elements of the Economic Strategy and part of the overall delivery framework of the Economic Strategy.



### **Norwich and Ipswich Opportunity Areas**

The LEP is continuing to play a part in the development of the Opportunity Areas in Norwich and Ipswich.

In Norwich, the LEP is hosting Jacqui Bircham, the OA programme director, who is working with the DfE team and local partners to develop the OA implementation plan for Norwich.

A number of sessions have been held examining the evidence available around social mobility and educational attainment and potential actions to take forward the project.

In Ipswich the project's partnership board held its first meeting earlier this month which focused on analysing the evidence and considering priorities for the OA to focus on.

### **RESI Housing Conference**

The executive team has started to consider the LEP's approach to supporting housing delivery, given the importance of housing and the construction sector to the local economy.

As one strand of this, the LEP executive is working with the Housing Finance Institute (HiFi), to understand best practice across the country.

The LEP and three Norfolk local authorities have signed up to the HiFi's Housing Business Ready programme which helps local authorities examine every aspect of housing delivery and provide pointers to improve practice.

As part of this we are looking at ways the LEP through the Growth Hub can provide practical support to our smaller housebuilders and business in the supply chain, in order to help increase the diversity of house builders operating in the area.

One of the factors holding back delivery is the domination of the market place by a handful of large housebuilders.

As well as the programme itself, the LEP has teamed up with the HiFi to participate in the RESI housing conference in South Wales.

The annual RESI housing conference, organised by Property Week, is one of the UK's largest annual residential housing events.

Through HiFi the LEP was given the chance to promote our area through one of the conference sessions focused on coastal towns.

Working with our local authority colleagues, we are using the opportunity to promote developments the length of our coastline, focusing on sites in King's Lynn, Great Yarmouth and Ipswich.

### **South Suffolk Taskforce**

Delphi Diesel Systems confirmed in August that it was proceeding with plans to close its Sudbury factory with the loss of 520 jobs.

The company is one of South Suffolk's longest established and biggest employers. The site is closing because of the fall in the market for diesel cars and production will be consolidated at one of the company's overseas plants, probably Eastern Europe.

Production will be run down over the next three years, with the staffing headcount reduced in phases over that period.

In response to the closure, the LEP has been working with colleagues from Babergh District Council, Suffolk County Council, Job Centre Plus and South Suffolk MP James Cartlidge to develop a package of support to minimise the impact of the closure on the employees, Sudbury and the wider South Suffolk economy.

The LEP and partners have also had productive discussions with Delphi Diesels management and the trade unions representing staff.

A South Suffolk Taskforce is in the process of being established, chaired by James



Cartlidge to put in place a comprehensive programme of support for those affected. The taskforce will also consider potential future uses for the site and the proactive provision of business support to existing companies in the wider South Suffolk area. This will include matching the skills of staff leaving Delphi with businesses looking for staff in the area.



### **Cefas Development**

Board members will recall from June's board meeting held at Cefas in Lowestoft, the organisation's ambitious plans to redevelop the site.

The plans are continuing to progress, with Cefas (The Centre for Environment, Fisheries and Aquaculture Science) putting together a business case to its sponsoring department, the Department of Environment, Food and Rural Affairs.

The LEP team continues to engage with the Cefas team about potential support for the project, and a letter of support for the project from the LEP has been sent to Cefas chief executive Tom Karsten.

### **Stakeholder Engagement**



#### **CPRE and the LEP**

Chris Starkie met with Chris Dady, chairman of the Norfolk branch of the Campaign to Protect Rural England.

The purpose of the meeting was to discuss the CPRE's new Vision for Norfolk – which outlines how the CPRE would like to see grow managed in the county.

The meeting was also an opportunity to discuss the LEP's new economic strategy and see where there were areas of common ground.

These included a focus on clean energy, tourism and food and drink as key sectors, together with a long term approach to infrastructure.

#### **Working beyond our Borders**

The LEP team has continued to work on building alliances and partnerships with neighbouring partners.

#### **GCGP Co-operation**

Chris Starkie met with the three senior executives at the Greater Cambridge Greater Peterborough Enterprise Partnership.

Key areas of discussion included our joint Eastern Agri-tech programme, our co-investment in the Ely rail junction project as well as the Science and Innovation Audit, our joint energy strategy, Venturefest East and the Cambridge-Norwich Tech corridor.

#### **Cambridge and Peterborough Mayor**

Mark Pendlington and Chris Starkie met with the new Mayor of Cambridgeshire and Peterborough James Palmer.

The new mayor outlined his key priorities, including transport, skills and housing delivery.

#### **LEP Staffing Update**

Good progress is being made in the programme of recruitment to the executive team.

As previously agreed by the board, the LEP team is being strengthened to support its increased range of responsibilities and overall workload.

Since the July board meeting five new appointments have been made. Of these posts four are new posts, with the fifth a replacement for a departing member of staff.

The new staff are:

**Jonathan Rudd - Growth Deal Coordinator.** Jonathan joins from the Suffolk County Council team which handles our Growing Business Fund claims on behalf of the LEP. This additional role is required to cope with the significant increase in projects that are

being funded through the Growth Deal.

Jonathan will be supported by **Tracie Ashford - Programmes Caseworker**. Tracie replaced Katrina Copping who has left to work for a charity. The programmes caseworker role provides support for the delivery of Growth Deal and Growing Places Fund projects, ensuring projects claim funding and deliver outputs.

**Natasha Waller - Skills Manager**. Natasha will be responsible for leading on the LEP's skills strategy, skills projects and the skills board. She will work closely with local authority and education sector colleagues. Natasha has most recently been working for a business which connects schools and businesses. She previously managed a major apprenticeship programme and was formerly curriculum manager at Easton & Otley College.

**Nicole Kritzinger - Inward Investment Manager**. Nicole will lead the LEP's enhanced role around inward investment, trade and our new international approach. Nicole joins from MSF Technologies at Hethel, and has extensive inward investment experience in Cambridgeshire as well as spells in Australia and South Africa.

**Alex Riley - Strategy Assistant**. Alex joins from Suffolk County Council where he was a graduate intern and will be working as part of the team responsible for the implementation of the new economic strategy.

Recruitment is currently underway for three more posts – one new post, and two replacement posts.

These posts are: **Infrastructure Manager**. This is a new post to coordinate the LEP's work on infrastructure, from roads and rail to broadband and flood defences.

**Funding and growth manager**. This post replaces our European Funding manager role and whilst it retains responsibility for European funding, also looks at other funding streams available to the LEP and wider area and also has responsibility for inclusive growth and the third sector.

**Innovation and sectors coordinator**. This post provides maternity cover and combines coordinating the work of our sector groups and our innovation board.

**Cambridge – Norwich Corridor Business Development manager**

The LEP is also hosting the Cambridge – Norwich Business Development manager post. This post will be responsible for the day to day development and management of the Cambridge – Norwich Corridor project.

Interviews have been held, with an appointment anticipated in the next few days.

Two further posts, covering marketing and administration, will also be hosted by the LEP and funded by local authority partners, will be recruited in the coming weeks.

## Communications and Engagement

### Key message slides

At the Board's request, a draft slide pack of 'key messages' about the East, our economy and our sectors has been produced and included with this month's board papers for comment.

### Venturefest East

Venturefest East takes place on 21 September at Newmarket Racecourse. This innovation event gives businesses inspiration to grow and opportunities to pitch ideas to investors. Work has been underway to ensure more speakers from the New Anglia LEP area this year – these include New Anglia Capital taking part in the elevator pitching and 'What Investors Want' sessions, TechEast and Hethel Engineering both leading track sessions.



## **MIPIIM UK**

MIPIIM UK takes place at Olympia, London, on October 18 and 19. Designs for the new site prospectus are now being finalised, with over 25 sites from across both counties being included.

An event is being organised for the Thursday (19<sup>th</sup>) to highlight the LEP and local authority success in unlocking development sites in the area. This will include profiles of The Winerack and Beacon Park.

It is hoped that the event will show developers that the public sector is working together to maximise local opportunities. Invitations for this event will be issued shortly.

There is an awareness from all partners that stronger private sector engagement is required if presence at events like MIPIIM UK is to become sustainable. Work to engage with businesses has started, with a view to potential sponsorship packages for 2018.

On 12 September, eight business representatives joined Hayley Mace and Norfolk County Council and Norwich City Council representatives at Carrow Road to hear about plans for MIPIIM UK and opportunities to get involved.

Measurable objectives for the 2017 event are now being set and will include identified target meetings for individual sites and opportunities for developers to express interest in visiting our area later in the autumn to see particular sites which are of interest.

## **Recommendation**

The board is invited to note the contents of this report.



**New Anglia Local Enterprise Partnership Board**  
**Wednesday 20<sup>th</sup> September 2017**

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**Agenda Item 6**

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**Finance Report**

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Author: Keith Spanton

**Summary**

This report provides board members with an update from the finance department on the LEP's finances to the period ending 31 August 2017. The report includes **confidential** appendices:

Appendix A - core management accounts period ended 31 July 2017

Appendix B – core management accounts period ending 31 August 2017

Appendix C - core monthly and year to date graphs

**Management accounts**

The LEP's core income and expenditure accounts and graphs for the months ended 31 July 2017 and 31 August 2017 are shown in confidential appendix A, B and C.

31 July 2017

Headline figure for the first four months are: Total income £410,912 of which £249,333 represents core contribution, with recharges and other income of £161,579 making up the balance. Costs to 31 July total £326,005 leaving a surplus of £84,907, ahead of budget by £72,364. This is ahead of expectations.

31 August 2017

Management accounts for the period ending 31 August: Total income £516,826 of which £311,667 represents core contribution, with recharges and other income of £205,159 making up the balance. Costs to 31 August total £405,718 leaving a surplus of £111,107, ahead of budget by £99,929. This is ahead of expectations.

This is due to some delays in the recruitment of new staff and some expected event costs which have now been deferred to Sep/Oct, meaning the surplus will reduce when these costs materialise.

Further detail of the accounts and some of the larger variances will be explained at the board meeting.

**Annual funding letters**

The funding request letters for 2016/17 have been sent out to the Leaders of the local authorities during August, with a copy of the letter and invoice also being sent to the chief executives.

## **Audited accounts for the year ended 31 March 2017**

At the July board meeting the draft accounts were approved subject to a change in the disclosure notes. The amended accounts have been signed by Mark Pendlington and Doug Field and returned to the auditors. Lovewell Blake has now signed the auditor's report and issued a final set of bound accounts.

Although the LEP can file abbreviated accounts, for transparency a full set of statutory accounts will be filed after the annual general meeting.

### **Recommendation**

The board is invited to note the contents of the report

**New Anglia Local Enterprise Partnership  
Wednesday 20<sup>th</sup> September 2017**

**Agenda Item 7.**

**Business Performance Reports – September 2017**

**Contents**

<b>No.</b>	<b>Title</b>	<b>RAG Status</b>	<b>Frequency</b>	<b>Date of Next Report</b>
1.	Growth Deal	Green	Monthly	October
2.	Growth Programme		Monthly	October
3.	Growing Places Fund – Confidential		Monthly	October
4.	New Anglia Capital	Green	Monthly	October
5.	Media		Monthly	October
6.	Sectors	Green	Quarterly	October
7.	Skills	Green	Quarterly	October
8.	Green Economy Partnership	Green	Quarterly*	October
9.	Enterprise Zone	Green	Quarterly*	October
10.	Great Eastern Mainline		When Required **	
11.	Local Transport Body		When Required **	

\* Produced quarterly or when there is a significant update to report

\*\* Produced when there is a significant update to report

**Growth Deal** - New Anglia LEP's total Growth Deal from Government is £290m to 2021. It is estimated to create at least 16000 new jobs, 3000 new homes and to generate an additional £240m public and private investment.

GREEN

Growth Deal Spend in 2017/18	Amount
<b>Government allocation</b> <i>(This is the government allocation of funding for 2017/18).</i>	£41.334m
<b>Spend paid to projects</b> <i>(Note that a project can only be paid once the project has a legal agreement in place and has provided evidence of eligible expenditure.)</i>	£1.558m
<b>Projects with legal agreements in place</b> <i>(This is projects with legal agreements in place which allows them to claim spend when they are ready.)</i>	£20.377m
<b>Projects with legal agreements pending</b> <i>(This is projects with legal agreements not yet in place, they therefore cannot be paid any funds).</i>	£15.542m
<b>Under allocation</b> <i>(This is the amount of funding that has not been allocated in the current financial year. This is due to slippage on a number of projects. In order to address this we are exploring options to bring forward spend on other projects).</i>	£3.857m
<b>Totals</b>	£41.334m

### Update on Live projects

Work is progressing well, with 24 live projects/ programmes and 10 projects now complete. Work is underway on developing project legal agreements, including those allocated funding under the third round of Growth Deal. Currently one project has 'red' status, six projects have 'amber' status. In the majority of cases 'amber' flags up minor points to be resolved before a grant agreement can be issued.

#### Status of projects:

**Note:** amounts given below in brackets refer to the total Growth Deal grant amount, with 19 of the current projects being delivered over multiple financial years.

**Red: Snetterton Employment Area (£2.3m)** – the project was due to start in 2016 with a grant claim by the end of March 2017. However the project was not able to meet this deadline and a more viable scheme has now been developed which offers better value for money. As the project is not viable in its current form, it is proposed to de-allocate the £2.3m currently allocated to the project through Growth Deal. The project will be encouraged to re-apply for funding in the next call for projects (a paper on the next call is going to the October Board).

**Recommendation:** to de-allocate the £2.3m of Growth Deal funding currently allocated to Snetterton Employment Area project.

**Amber: East Coast College Energy Skills & Engineering Centre (£10m)** – the LEP Board approved this project in May 2017. It is intended that works will start on site in August 2017 for opening in September 2018. The project is 'amber' whilst undergoing due diligence and the legal agreement process.

**Amber: Ely Area Rail Enhancement Scheme (£3.3m)**- the feasibility scheme design work is now underway following Local Transport Body and then LEP Board approval in March 2017. The project is 'amber' whilst undergoing due diligence and the legal agreement process.

**Amber: Great Yarmouth Third River Crossing (£2m)**- the Strategic Outline Business Case has been submitted to DfT with a decision expected this summer. Following this, the LEP's contribution would help to develop the detailed design work and securing the necessary statutory processes to enable construction. The business case was agreed by the Local Transport Body in June 2017. The project is 'amber' whilst awaiting DfT decision on the business case and support for further stages of the project.

**Amber: Norwich Area Transportation Strategy A11 Corridor (£4.175m)**– works in progress. The project is 'amber' as there is potential slippage on one scheme due to an unexpected requirement for land acquisition, this is being closely monitored. The business case (part 1) was agreed by the Local Transport Body in December 2015.

**Amber: Norwich Area Transportation Strategy City Centre Package (£7m)**– works in progress with the Westlegate/ All Saints Green pedestrianisation completed and launched in July 2017. The project is ‘amber’ as there is potential slippage on two of the schemes, which is being closely monitored. Part 1 of the business case was agreed by the Local Transport Body in December 2015 and part 2 was agreed in March 2017.

**Amber: West Suffolk College Engineering and Innovation Centre (£7m)**– phase one of the project is now complete, as the site for the new Centre has now been acquired using Growth Deal funding. Phase two will commence in 2017, focusing on refurbishment of the building. The project is in ‘amber’ as there is slippage with the date for occupying the building has been postponed. This is being monitored and in the meantime the detailed application form is in development for submission for consideration by the Skills Board and LEP Board in the Autumn.

**Green: A47/A1074 Longwater Junction, Norwich (£2m)**– the project is on track to be delivered by 2019 with the remainder of the LEP funding to be claimed in the current financial year. The business case was agreed by the Local Transport Body in February 2016.

**Green: Attleborough Sustainable Transport Package (£4.6m)**– minor slippage has occurred however it is proposed to make up for this slippage in the current financial year. Consultation is now complete with works to start in January. Part 1 of the business case was agreed by the Local Transport Body in August 2016 and part 2 was agreed in December 2016.

**Green: Beccles Southern Relief Road (£5m)**– works started in August 2017 for duration of one year. The business case was agreed by the Local Transport Body in December 2016.

**Green: Bury St Edmunds Eastern Relief Road (£10m)**– works on the site are underway and the road is due for completion on 25 September 2017. The business case was agreed by the Local Transport Body in July 2015. The LEP’s financial contribution has now been claimed in full.

**Green: Bury St Edmunds Sustainable Transport Package (£2.25m)**– the detailed feasibility and design work is underway. Four schemes have now been identified and work has started this Summer. The business case was agreed by the Local Transport Body in February 2016.

**Green: Great Yarmouth Rail Station Interchange (£2m)**– detailed design work is underway following public consultation, with works to start in Autumn 2017. The business case was agreed by the Local Transport Body in March 2017.

**Green: Great Yarmouth Transport Package (£8.8m)**– design and works are now on track, following slippage due to extensive consultation linked with the other delivery in the town and because some of the Package’s schemes were completed under budget. The project has been re-profiled and a proposal will be taken to the Local Transport Body/ LEP Board in late 2017/ early 2018 for additional schemes within Great Yarmouth, funded from the underspend. Part 1 of the business case was agreed by the Local Transport Body in August 2016, part 2 was agreed in December 2016 and part 3 in June 2017.

**Green: Growing Business Fund (£25.3m)**– in progress (See BPR on the fund).

**Green: Growing Places Fund (£20m)**– in progress (See BPR on the fund).

**Green: Ipswich Cornhill (£1.6m)**–new plans have been drawn up following extensive public consultation and the project is moving towards submission of planning permission. The grant agreement is in place.

**Green: Ipswich Transport Package (‘Ipswich Radial Corridor’) (£3.5m)**– the project is on track with works underway on two sites and scheme development underway on the other schemes. Part 1 of the business case was agreed by the Local Transport Body in February 2016 and part 2 was agreed in March 2017.

**Green: Lowestoft Flood Alleviation Scheme (£10m)**–the project is on track. The LEP Board approved the project in June 2017. The Strategic Outline Business Case has been endorsed by the Environment Agency and Waveney District Council. Detailed design is now in progress with a view to a final business case being approved in March 2018.

**Green: Norfolk & Suffolk Broadband programmes (£5m for each programme)**– Norfolk and Suffolk County Councils’ programmes are on track to extend coverage by the end of 2017. The LEP’s financial contribution has been claimed in full.

**Green: Norwich Northern Distributor Road (£10m)** –the works are progressing well and the project is on track for completion in February 2018. The LEP’s financial contribution has been claimed in full.

**Green: South Lowestoft Industrial Estate (£2.5m)** – phase one of the project is complete, as the site was acquired on 22 January using Growth Deal funding, and an agreement is in place. Phase two is now underway, the industrial units on the site are under construction.

**Green: Thetford Transport Package (£2.3m)** – works in progress. Minor slippage has occurred and the project has been re-profiled accordingly. The revised business case was agreed by the LEP Board in June 2016 and part 2 was agreed by the Local Transport Body in August 2016.



## Completed projects

**Easton & Otley College (£2.5m)** – the new construction training centre was completed in November 2015, making it the first Growth Deal project in the country to be completed. In November 2016 the Fabric First Institute was launched at the College. This provides facilities to upskill the construction workforce and train new workers in low energy building methods.

**Ipswich Wet Dock Crossing Feasibility Study (£2m)**– the study was submitted to the Department for Transport on 24/12/15. Funds to cover the LEP’s funding have now been drawn down in full. Work is now underway on the full design, following the Government’s Spring budget (2016) announced funding towards the full capital project.

**Lowestoft Third River Crossing Options Assessment (£2m)**– the study was submitted to the Department for Transport on 29/12/15. Funds to cover the LEP’s funding have now been drawn down in full. Work is now underway on the full design, following the Government’s Spring budget (2016) announced funding towards the full capital project.

**King’s Lynn Innovation Centre (£0.5m)**– the new centre was completed in June 2016. It provides a state-of-the-art business hub designed to support the needs of ambitious, innovative businesses looking to grow in the local area.

**College of West Anglia (£6.5m)**– the new university centre is complete, with a launch event held on 22<sup>nd</sup> October 2016.

**Ipswich Waterfront Innovation Centre (£1.85m)**– the refurbished building and new Innovation Centre is complete, with a launch event held on 3<sup>rd</sup> October 2016.

**Lynn Sport Access Road (£1m)**– construction of the road is now complete. Works have started on the housing sites adjacent to the road.

**Sudbury Western Bypass Study (£0.1m)** –the study was published on 20 March 2017. It shows that a relief road to the west of Sudbury would cost approximately £40 million with a benefit to cost ratio of greater than 3, which means that for every £1 invested in the new road there would more than £3 of transport benefits. Suffolk County Council is now seeking further funding to develop a more detailed business case that would support a bid to government to deliver the new road. Funds to cover the LEP’s contribution have been drawn down in full.

**International Aviation Academy at Norwich (£3.3m)**– the new aviation academy building was opened in April 2017, with teaching on a variety of aviation related subjects taking place in the building. An official launch took place in August.

**Felbrigg Junction Improvement (£0.042m)** – the works, to construct a new roundabout at Felbrigg on the A148, are now complete with a launch event held on 15 June. The work is will make a significant improvement to this very busy junction and was made possible with funding by 12 organisations and businesses.

## Outputs

The table below outlines progress on the Growth Deal projects and programmes (including the Growing Business Fund and Growing Places Fund that are funded by Growth Deal). This does not include Growth Deal Three projects and programmes, as these are still in development.

Output	Actuals to date	Target to date	% of target met to date	Gov target to 2021	% of target met
New jobs	511	714	72%	16000	3%
New homes	176	40	440%	3000	6%
Apprenticeships	129	112	115%	350	37%
Learners	292	524	56%	500	58%
Public & Private sector investment	£149.8m	£201.1m	74%	£240m	62%

\*The ‘to date’ figures includes the last three financial years i.e. 2015/16, 2016/17, 2017/18.



**Slippage on the Growth Deal**

**Likelihood – High    Impact – Medium**

There is a risk that total spend will not be achieved within the financial year, due to minor slippages in these complex large scale projects. An underallocation for the current financial year has been identified.

*Mitigating Activity:* Work is being undertaken to bring spend forward on projects wherever possible, and a capital swap is being considered. Regular monitoring of spend is undertaken, with formal reviews of spend to be undertaken by the Performance and Risk Committee throughout the financial year, with the first one occurring in September. Work on 2017/18 legal agreements is underway, including those allocated funding through the third round of Growth Deal.

**Grant Determination for future years of Growth Deal is not issued**

**Likelihood – Medium    Impact – High**

New Anglia LEP’s Grant Determination letter from government is only received annually for the current financial year. There is therefore a risk that projects that run over more than one financial year will not have assurance of funding.

*Mitigating Activity:* We understand from government that funding will continue to be received on an annual basis. We therefore closely monitor and manage spend and all projects are aware that funding is confirmed on an annual basis.

**LEP Executive Lead – Emily Manser**

**LEP Executive Lead – Jason Middleton**

The New Anglia Business Growth Programme is the headline under which the LEP operates its direct business support programmes. Programme activity started in early 2013 and is made of the following areas of activity, funded by a number of funding streams, including Growth Deal, BEIS and ERDF: -

- New Anglia Growth Hub – Providing face-to-face business support for SMEs
- Start-up Programme – Providing support to individuals to start a new business
- Small Grant Scheme - Grants between £1,000 and £25,000 at 20% to SMEs
- Growing Business Fund – Grants between £25,000 and £500,000 at 20% to SMEs
- Oil and Gas Support Scheme – Grants to the businesses affected by the downturn
- Eastern Agri-Tech Initiative – supporting R&D and growth grants for the Agri tech sector

**New Anglia Growth Hub**

Initially launched in June 2014, as a 12 month pilot via the Wave Two City Deal and delivered by Suffolk Chamber of Commerce. The Growth Hub is currently supported via a successful the ERDF application, that runs until September 2018.

<b>Growth Hub</b>	<b>Target to April 2018</b>	<b>Delivered to date</b>	<b>Monthly change</b>	<b>Delivered to date %</b>	<b>RAG</b>
<b>Businesses engaged with Hub</b>	7,530	6,553	+188	87%	Green
<b>In depth support (12 hours or more)</b>	1,667	1,433	*	86.0%	Green
<b>Total hours of support (All businesses)</b>	-	30,708	+1369	-	Green
<b>Calls our Local 0300 Helpline</b>	-	4,378	+211	-	Green
<b>Events participated by Growth Advisers</b>	-	693	+35	-	Green

\*No monthly change, output definition is under review.

The Growth Hub has become one of the best performing hubs in the country. From 2016, the Growth Hub has placed more of an emphasis on providing ‘in-depth’ support and will be able to refer to private and public sector provision through a new website, which will launched in late 2017.

**Start-Up Programme**

Starting in March 2014, the start-up programme provides a range of support, including workshops and face-to-face support, to individuals to start their own business and businesses during the first year of trading. The programme is delivered by Nwes in Norfolk and East Suffolk, and Menta in West Suffolk.

<b>Start-Up Programme</b>	<b>Target to April 2018</b>	<b>Delivered to date</b>	<b>Monthly change</b>	<b>Delivered to date %</b>	<b>RAG</b>
<b>New business start-ups created/new enterprises supported</b>	975	568	+37	58%	Green
<b>New Full-time jobs created</b>	1,170	655.5	+45	56%	Green

Demand for start-up support has grown and currently exceeds the level of support provided by the programme. There were some uncertainties in delivery due to DCLG varying output definitions, however, these issues have now been resolved and it is anticipated that the programme will perform ahead of target by the end of March 2018.

### Small Grant Scheme (formerly the Micro Grant Scheme)

The Small Grant Scheme was launched in August 2016 and the scheme provides both capital and revenue grants between £1,000 and £25,000 at a 20% intervention rate to SMEs seeking to grow and expand, take on new staff, introduce new goods or services or become more efficient. Applications to the scheme are supported by the New Anglia Growth Hub.

Small Grant Scheme	Target to April 2018	Awarded to date (To be awarded)	Delivered to date	Monthly change	Delivered to date %	RAG
Number of grants awarded	145	70 (75)	19	+36	13%	Amber
Value of grants awarded	£1.24m	£545k (£695k)	£77k	+£372k	6.2%	Amber
New to the firm products introduced	19	34	5	+18	26.3%	Amber
Private sector match funding	£4.97m	£2.317m (£2.653m)	£380k	+£1.551m	7.6%	Amber

To mitigate the significant issues that we have faced in the first year of the delivery of the programme we gained approval from DCLG to implement the following key changes to the SGS, which were also supported by recommendations of external consultants who carried out the 1<sup>st</sup> year Growth Programme evaluation: - the grant level was increased from £10k to £25k, and a simplified application process was introduced for grants under £10k with a five to ten day approval process.

The changes to the scheme were implemented in mid-June 2017 and they have had an immediate and positive impact on the SGS. As a result, we have seen a significant increase in the number of applications coming forward. Over the last 3 months (Jun-Aug) there was nearly 3 times more grant awards by value (over £400k) and private match funding (£1.7m) compared to the previous 10 months. In Jul-Aug the average grant value has doubled to £10k. The current SGS pipeline is regularly reviewed and has around 100 businesses registered at either the enquiry or application stage.

The SGS is currently supported by a proactive marketing campaign overseen by the Growth Programme Marketing Group. We have also purchased a database of over 60,000 incorporated local business details and we have access to nearly 25,000 unincorporated businesses to be targeted with promotion of the SGS and Growth Hub services. During the last few months the following marketing activities have been undertaken: advertising on buses, petrol pumps, and train stations; 8,000 leaflets were sent out to MPs, County and District Councillors, business organisations and over 2,000 leaflets were sent out to local businesses; adverts were placed/secured in Norwich and Ipswich football match programmes; a number of case studies and audio clips were produced; articles were produced in business organisation magazines; adverts have been planned for manufacturing magazines; a series of Business Support 'Roadshows' have been planned to run during Oct -Dec 2017 across Norfolk and Suffolk. We are also recruiting two marketing posts for the Growth Hub to ensure there are enough resources to deliver the planned marketing activities.

### Growing Business Fund

Launched in April 2013, the Growing Business Fund now provides grants between £25,000 and £500,000, usually at interventions of up to 20% to SMEs across the LEP area. Funding for the scheme has come from a range of sources, including £12m from the Regional Growth Fund, £1.66m from Wave Two City Deals, & £25.57m from the Growth Deal by 2021 (£3.7m for 17/18).

Growing Business Fund	Target to April 2018	Awarded to date	Delivered to date	Monthly change	Delivered to date %	RAG
Number of grants awarded	-	360	336	+3 1 Aug panel 2 Sept panel	-	-
Value of grants awarded	£21m	£18.2m	£16.8m	+£270k	88%	Green
Private sector match funding	£84m	£96.2m	£90.6m	+£2.14m	119%	Green
New Full-time jobs created	1422	2207	1471	+18	103%	Green

GBF panel meetings held in August (electronic) and September have approved a further 3 grant awards since the July Board meeting. This includes a £200k grant award to an oil and gas sector company.

### Oil and Gas Support Scheme

Comprising of two schemes (a 50% grant of up to £3,000 for companies to undertake a health check and access to the Growing Business Fund, with grants up to £100,000, including safe guarding existing jobs at £10,000 per job). We have seen a reduction in the number of companies coming forward for support, however, we have kept the scheme open and continue to encourage potential applicants to come forward.

Oil and Gas Support Project	Activity to date	Approvals to date	RAG
Number of Enquiries	34	-	Green
Number of Visits to companies	27	-	Green
Business diagnostics undertaken	17	-	Green
Applications for Consultancy Scheme	10	6	Green
Applications for GBF Fund	11	6	Green

### Eastern Agri-tech Initiative

Launched in April 2014 as a £3.2m RGF funded scheme, and operated by Greater Cambridge Greater Peterborough LEP, in partnership with New Anglia LEP. The scheme supports the development of new innovative ideas to support the Agri-tech sector via an R & D grant of up to

50% (no jobs required) An additional growth grant is also available for Agri tech businesses showing new ways of working and introducing new technologies. This grant has an intervention rate of 25% and requires jobs to be created.

The Agri-tech scheme was allocated additional funding in April 2016 of £2m, £1m from GCGP's Growth Deal and £1m from New Anglia LEP Growing Places fund) to continue the programme. There is no job creation associated the R&D projects and most job creation is reliant on "Agri Gate" project, based at Hasse and managed by NIAB. Discussions are currently taking place with GCGP to explore continuing the project for another year, with GCGP required to produce a comprehensive business case for any request for financial support from New Anglia LEP.

Agritech	Target to April 2018	Awarded to date	Delivered to date	Delivered to date, %	RAG
Number of grants awarded	-	67	42	-	-
Value of grants awarded	£4.6m	£4.98m	£3.2m	70%	Green
Private sector match funding	£11m	£10.7m	£6.1m	55%	Green
New Full-time jobs created (inc safe guarding)	702	685	463	66%	Green

### Growth Programme Risks

The following key risks have been identified relating to the programme and its delivery: -

1) A lack of businesses requiring support via the Growth Hub.

**Likelihood: Low**                      **Impact: Medium**

**Mitigating Activity** – Demand for Growth Hub support is very high and with the loss of the Business Growth Service BIS have confirmed that Growth Hubs are key to delivering business support, which will increase demand over time, particularly for 'in-depth' support.

2) A lack of private sector match funding to enable the drawing down of ERDF funding.

**Likelihood: Medium**                      **Impact: High**

**Mitigating Activity** – Comprehensive marketing campaign to promote the scheme, procurement of a Norfolk and Suffolk business database in order to proactively contact potential grant applicants, recruitment of additional Business Growth Advisers to support grant applicants.

## **New Anglia Capital Terms of Reference:**

### **Objective**

To lever-in jobs within Norfolk/Suffolk by assisting local companies to lever-in fresh sources of risk capital

1. To develop a network of risk-entrepreneurs within Norfolk/Suffolk and provide opportunities for them to participate in investment activities

### **Investment**

To provide investment capital in:

- start-up companies
- growth companies, that is companies with high growth potential with either;
  1. Equity – either ordinary shares or redeemable preference shares with a coupon, or
  2. Loan capital

Subject to certain criteria:

- The LEP's investment must be matched at least pound for pound by private investment – we make public money work harder.
- Investment opportunities should provide a jobs boost and have realistic prospects of future significant jobs growth
- It is unlikely that a co-investment of more than £25K/job will be acceptable. The private investment should lever-in the same jobs proportion, which is at least 1 job/£25K. So, £1m of LEP investment should create 80 jobs – 40 from the LEP money and a further 40 from the Private Investors.
- Jobs should be located in Norfolk & Suffolk – and the future jobs potential should be in Norfolk & Suffolk too.
- In the case of over-subscription, priority will be given to those investment opportunities with:
  - inward investment
  - in the New Anglia LEP priority sectors, for example, clean energy, life sciences, advanced manufacturing
  - where the matching private investment is more than pound-for-pound
  - where the potential jobs growth is highest
  - where the greatest number of private investors are involved
  - It is unlikely that an investment >£250k will be made to any one opportunity unless special circumstances apply
- 'Recovery' / Rescue is out-of-scope for the moment.... but we can think about how we might address this in future.
- In the case of loans, we need to understand whether loans could be made for working capital or capital goods

### **Build an Ecosystem of Entrepreneurial Investors**

- To build an ecosystem network of high net-worth individuals and provide them with pre-qualified investment opportunities in Norfolk & Suffolk.
- Teach people to be 'Angels'

- The prequalification does not extend to due-diligence.
- Success looks like providing sustained 'deal-flow' to the Angels.

### **Operation**

New Anglia Capital will have a SLA from New Anglia LEP and a delegation to make investment decisions against the investment criteria.

### **Other Issues and requirements**

- To respect the reputational & propriety requirements associated with public money.
- To devise and publish a set of documents so that it's clear what is investable and what is not.
  - Standard Terms of Reference
  - Standard contracts for equity or loans
- Subject to State Aid & other regulatory compliance issues.
- It's for NAC to do or review limited due diligence on the existence of the legal entities and the number of jobs proposed that satisfies the public-propriety test. These are presented in the Business Performance Report to be reported to New Anglia LEP.
- Financial due diligence is for the private investors: NAC cannot 'pick winners' or recommend investment for FSA reasons. It only co-invests once the private investment is secured.
- Post Completion Monitoring to check the jobs appear.

Finances for NAC – Food and Rations from New Anglia LEP in the early stage. We would have an ambition to have subscription from the high net worth investors in due course. This will take time to build a sophisticated investor network.

This dashboard shows outcomes and impact of communication through owned media – the information which we control and issue ourselves – and earned media – published by third parties based on information which we have provided.

## Outcomes

### Owned media – social media and e-newsletters

	August	July
Average Twitter engagements per day per month (likes, retweets, expansions etc.)	22.1	48.4
Number of Twitter followers	6,322	6,230
Members in LinkedIn group	2772	2766
Monthly e-newsletter open rate	21.1%	23.3%
Average click-throughs from monthly e-newsletter	9.2%	9.56%

### Earned media – coverage achieved through external sources

	August	July
Coverage of our press releases achieving coverage in target media list (EDP, EADT, Lynn News, Ipswich Star, Bury Free Press, BBC, ITV)	100%	71%
Average coverage achieved per press release	2.5 articles	1.7 articles

## Impact

### Top Tweet – received 19 engagements



We are increasingly using social media to highlight the service of the Growth Hub, creating graphics and case studies to show how businesses can benefit. This tweet had 1,889 impressions (the number of times it is seen on Twitter)

**Most clicked article from monthly e-newsletter – received 33 clicks**

**VenturefestEast tickets on sale**

Hear from inspiring speakers and learn top tips to grow your business at this exciting event on **21 September at Newmarket Racecourse**. Sessions will focus on getting your business investor-ready and accelerating growth.



[Buy tickets now](#)

We are supporting the Venturefest East event in September and have used our social media channels and e-newsletter to drive ticket sales

**Media coverage**

**business**

**Businesses recognised for supporting youth skill development**

Fifty businesses across the region have been recognised for pledging to develop the workforce of the future. Half-a-century of firms have been awarded the New Anglia Youth Pledge Marque, which rewards their support for offering young people work experience, employing apprentices or working with schools and colleges through an enterprise adviser. The Youth Pledge Marque was introduced in 2016 by the New Anglia Local Enterprise Partnership, alongside

Norfolk County Council, Suffolk County Council and the Department for Work and Pensions (DWP). Richard Bridgman, founder of the Ipswich-based Warren Services, has supported the pledge and said it was good the marque recognised firms for taking part. He said: "As someone with experience of both being an apprentice and hiring apprentices, I know the positive effect that training has on both the employer and the employee."



Richard Bridgman, founder of Warren Services. Picture by SONYA DUNCAN

In recent months, we have been increasing PR about the Youth Pledge Marque. Businesses now receive a certificate when they sign up, which has generated a number of social media engagements, and this month secured press coverage around 50 businesses having signed up.

**Work to begin on much-needed town relief road**

Construction will begin this week on a long-awaited road for Beccles, which will remove heavy traffic and enhance the local economy.

Work on the £2m Beccles Southern Relief Road is predicted to be completed in just under a year. The relief road will link the A145 London Road to Ellough, to the south east of the town, providing faster access to Beccles Business Park and the Great Yarmouth and Lowestoft Enterprise areas, which together with the B1127 Copland Way will form a southern and eastern bypass of Beccles. Richard Stubblings, mayor of Beccles, said: "The road will be great for the people of Beccles as it will be taking the heaviest out of the town. "Like any market town the streets were not built for them. "With the lorrys gone the town will become nicer safer and with diesel emissions reduced, cleaner."

**JAMES CARR**  
www.suffolkherald.co.uk

He added: "We need the relief road for everyone, both those who live in the town and those who commute in." The majority of the funding - £2m - is coming via the New Anglia Local Enterprise Partnership (LEP) who in turn received the money as part of a growth deal with the central government. The remaining £2m is provided by Suffolk County Council. Funding was awarded in 2014 after a business case showed the new road will support further development of the Ellough Industrial Estate. Hayley Mace, of New Anglia LEP said "This road is much needed. Not only for Beccles but will also unlock access to the coast - to Lowestoft and Great Yarmouth. "It is great to see work



Agreement given from Suffolk County Council, Waveney District Council, New Anglia LEP and Jackson Civil Engineering building ground on the site of the new road. Picture: JACKSON CIVIL ENGINEERING

finally start." She added: "The business case highlighted that the new road will unlock developable land worth £2.5m - so it's set to bring significant economic benefits to the area." The build is being undertaken by the Suffolk-based Jackson Civil Engineering, who previously constructed the Lowestoft Northern Relief Road. Neil Robinson, regional director of Jackson Civil Engineering, said: "We are delighted to be involved in delivering another major infrastructure that is important for the local economy. "Everyone is keen to get started and get the road finished."

We also received coverage of our Growth Deal investment in Beccles southern relief road, the Growth Hub reaching a milestone of delivering 30,000 hours of free business support and Paul Winter taking on chairmanship of the Skills Board.

**Great Yarmouth & Lowestoft Enterprise Zone** - six sites in Lowestoft and Great Yarmouth which have incentives such as business rates relief, a straightforward planning process and business-ready infrastructure offered to encourage business investment from the energy sector.



Jobs 300



1%  
4

1 Business



10%  
10

£3m Private Sector Leverage



0.02%  
£6k

1200 SqM Floorspace



0%  
0 SqM

Energy Related business



79%  
(33/42)



**2014/2015/2016/17**  
Downturn in Oil & Gas industry impacting on EZ uptake  
Likelihood – **High**  
Impact – **Medium**

*Mitigating Activity -*  
Establishment of a LEP Oil and Gas Taskforce

**Board Lead – TBC**  
**LEP Executive Lead –**  
Eunice Edwards

**Sept 2017 update (by site) since last LEP Board update: Targets set 17/18**

**Beacon Park** – ABC Diesels are now on site in a medium unit in Blackfriars Court. The Proserv build is progressing at speed with steel work already in place.  
100% (18/18) are energy related or in the supply chain.

**Mobbs Way** – Building has started on six new units, two of which are pre-let. Part of the site has been extended, and work commenced in April 2017.  
50% (6/12) are energy related or in the supply chain.

**Riverside Road** – Part of the site has been extended, with work starting in April 2017.  
0% (0/3) are energy related or in the supply chain.

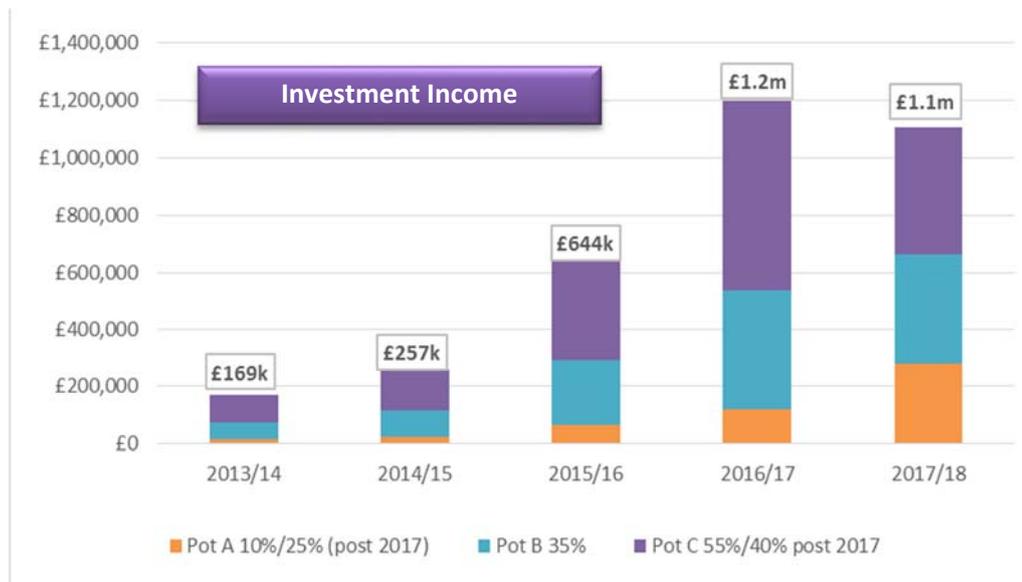
**South Denes** – BH Bus (a Dutch tool company) have started on their site adjacent to Seajacks, with completion expected March 2018.  
100% (7/7) are energy related or in the supply chain.

**South Lowestoft Industrial Estate (SLIE)** – Work continues on the Suffolk County Council project, with industrial units being delivered by Morgan Sindall. There will be a milestone event on Thursday 28 September with the completion of steel erection for the first units.

**Ellough** – Planning has been submitted to Waveney District Council for industrial units.  
100% (2/2) are energy related or in the supply chain.

**General update**

- The downturn in the Oil & Gas sector is still impacting.
- Due to the deadline for EZ benefits (March 2018) we will expect significant delivery against targets in the final quarter 2017/2018.



**Space to Innovate Enterprise Zone** - ten sites across Norfolk and Suffolk which have incentives such as business rates relief, a straightforward planning process and business-ready infrastructure offered to encourage business investment from various sectors.



**Targets for 2017/18**



**Egmere Business Zone** Negotiations with the potential first tenant are continuing. Looking at an autumn start on site.

**Futura Park, Ipswich** Work has started on site for one of the two new show rooms planned to open within the next year.

**Nar Ouse Business Park, King's Lynn** The Borough Council have appointed AHR as architect for masterplanning phase one, including a number of light industrial units. The gas main diversion is now scheduled in and building can take place concurrently to this.

**Norwich Research Park** hosted the [prestigious Genome 10k conference](#) at the end of August. This is the first time that the event has been held outside of the US and delegates were presented with the latest research and technological developments in genomics. [Leaf Expression Systems](#) has welcomed two apprentices to its ranks and hosted a New Anglia delegation from Exeter, who were treated to a behind the scenes tour of the LES labs.

**Princes St, Ipswich** Ipswich based software development company IJYI have moved in and are the first tenants at Connexions 159. Pipeline of other potential tenants.

**Scottow Enterprise Park** is welcoming new businesses to its fully refurbished [start up space](#), with support available on site and a 30-seat conference space. This incubator is expected to provide tenants for the wider Park as businesses grow and move onto larger units.

**Sproughton Enterprise Park, Ipswich** Ipswich Borough Council have announced details for the demolition of the silos as a prelude to development of the site.

**Stowmarket Enterprise Park** Discussions are continuing and development is expected to progress rapidly once it begins.

**Suffolk Business Park, Bury St Edmunds** There is a delay on the Bury relief road, but it is believed that it will still be completed on schedule.

**Waterfront Island, Ipswich** The master planning process is underway with external consultants engaging with stakeholders about possible uses and activity.

Risk	Probability	Mitigation
Required investment in infrastructure outstrips revenue available to cover repayments	Low	Tailor pot sharing arrangements to suit. Phase infrastructure development.
Slower development take up than forecast	Moderate	Marketing programme developed to maximise awareness in key sectors. Consider providing starter units.
Lack of ambition from landowners	Low	Development agreements in place with landowners. On seven of the sites, local authority partners are the landowners which further mitigates this issue
Lack of availability of commercial finance for developers	Moderate	Utilise LEP Growing Business Fund, local authority borrowing, EZ Accelerator Fund or pooled business rates.
Difficulties with infrastructure and utility providers	Moderate	Develop robust plans for infrastructure and utility provision.
Slow planning decisions	Low	Use of Local Development Orders (LDOs) & Planning Performance Agreements



**New Anglia Local Enterprise Partnership Board**  
**Wednesday 20<sup>th</sup> September 2017**

## **Agenda Item 8**

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### **National LEP policy development**

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Author: Chris Starkie

#### **Summary**

This paper provides a short update for board members on the Government's developing policy framework covering LEPs, the Industrial Strategy and the Shared Prosperity Fund.

#### **Government review of LEPs**

The Conservative manifesto highlighted the key role played by LEPs and the intention of the Conservative party to use LEPs and Mayoral Combined Authorities as the main conduit for local growth funding. The manifesto also talked about strengthening LEPs by backing them in law.

In mid-August Jake Berry and Margot James, the two Government ministers responsible for LEP policy, wrote to LEP chairs outlining their approach, and announcing a review of LEPs.

The letter, attached at appendix 1, said: "LEPs are an essential part of Government's plan for driving local growth and the Industrial Strategy. They will continue to be critical to our future economic success.

"As announced at the LEP Network Management Board, we will be leading a review into the future of LEPs. As set out in our manifesto, we want to explore ways of putting LEPs on a more consistent footing legally, whilst still giving you the freedom and flexibility to attract private sector talent to your boards.

"This review reflects our ambition to strengthen the role of LEPs during this Parliament."

The review will include the establishment of an advisory board of business voices, and is likely to conclude in the autumn.

It is also likely to incorporate findings from the review of governance conducted by DCLG non-executive director Mary Ney over the summer.

We are liaising with central Government colleagues over the review, who view the review carried out by PwC into our own processes as a very positive step.

The implementation of the PwC recommendations is likely put us in a strong position to introduce any measures the Government's review is likely to highlight.

## **Industrial Strategy**

The Government published a Green Paper on its proposed Industrial Strategy earlier in the year, built around 10 pillars.

The Industrial Strategy is designed to be a long term plan to support the UK's economy post Brexit.

New Anglia LEP responded to the strategy, highlighting our areas of specialism and the role Norfolk and Suffolk could play in supporting the delivery of the strategy.

Following the election the prime minister, chancellor and Business Secretary Greg Clark have all reiterated their commitment to the Industrial Strategy.

Over the summer the Government has been considering responses to the strategy and in August the LEP played host to a number of senior civil servants who are developing key aspects of the strategy.

We are now expecting the Industrial Strategy White Paper to be published at or around the time of the autumn budget.

The number of pillars is likely to be reduced in the final strategy, but It is clear that the role of places and local growth will be an important aspect of the strategy, and as indicated in the letter from Jake Berry and Margot James, the role of LEPs will be central in this.

## **Local Industrial Strategies**

One of the key elements of the place part of the Industrial Strategy will be local industrial strategies. These are still be developed by Government, but initial thinking is that these will be driven by LEPs and mayoral combined authorities in local areas.

We have begun to work with Government to help shape what local industrial strategies should contain, and in particular the relationship between these new strategies and existing Economic Strategies, including our own new strategy.

From our perspective we believe there is an opportunity for the Local Industrial Strategy to build on the Economic Strategy and align it with Government priorities, with the potential to secure commitments from Government departments.

Current thinking is that Local Industrial Strategies will need to be in place by March 2019, with LEPs beginning work in April 2018.

Ahead of this, the Government is proposing one pilot strategy to be developed before April 2018, likely to be one of the metropolitan mayoral combined authority areas.

## **Shared Prosperity Fund**

Another key Government policy development is the proposed Shared Prosperity Fund. This is the funding stream which is likely to replace EU funds and potentially bring together other funding streams such as the Local Growth Fund.

The Shared Prosperity Fund is likely to be the main route by which Government funding for Local Industrial Strategies and local growth is sourced.

Chris Starkie is part of a working group of LEP chief executives which is holding discussions on how the fund might be shaped. The working group has commissioned some external support to build a robust case to Government for the how the fund might be used to support local growth.

There are also a range of other national discussions involving our European funding and external funding teams at Norfolk and Suffolk County Councils and the LEP.

Further updates will be provided to the board as more information becomes available.

**Recommendation**

The Board is invited to note the contents of this report.



Department for  
Communities and  
Local Government

**Jake Berry MP**

*Minister for the Northern Powerhouse and  
Local Growth*

**Department for Communities and Local  
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Department for  
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& Industrial Strategy

**Margot James MP**

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Mark Pendlington

New Anglia LEP

[mark.pendlington@awg.com](mailto:mark.pendlington@awg.com)

11 August 2017

Dear Mark,

Thank you for the on-going work and commitment of your LEP. The work you have done in recent years demonstrates how business and civic leaders, working in partnership with universities and colleges, can help business to prosper.

LEPs are an essential part of Government's plan for driving local growth and the Industrial Strategy. They will continue to be critical to our future economic success.

As announced at the LEP Network Management Board, we will be leading a review into the future role of LEPs. As set out in our manifesto we want to explore ways of putting LEPs on a more consistent footing legally, whilst still giving you the freedom and flexibility to attract private sector talent to your boards.

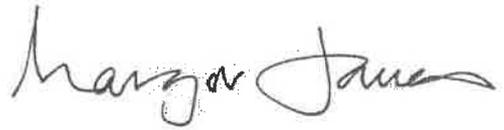
This review reflects our ambition to strengthen the role of LEPs during this Parliament. It is testament to our belief in your institutions and the tangible difference that you have been making on the ground since 2011. The institutional landscape has changed greatly since LEPs were first formed. In many parts of the country, LEPs have now taken on an additional role in voicing the interests of the private sector at mayoral combined authority level.

We want to work jointly with you. This will ensure we arrive at conclusions that will support all local economies, whether urban or rural, and are able to fully capitalise on different strengths and opportunities across the country.

Officials in the Cities and Local Growth Unit will follow up over the summer to set out more detail. In the autumn, we will meet with you and will attend a future LEP Network Management Board to

discuss this further. We also intend to convene a wider advisory board of business voices and we will invite a LEP Chair to join this panel.

We look forward to working with you over the coming months, and thank you again for continuing to drive forward the local growth agenda.

Handwritten signature of Jake Berry in black ink.Handwritten signature of Margot James in black ink.

**JAKE BERRY MP AND MARGOT JAMES MP**



**New Anglia Local Enterprise Partnership Board**  
**Wednesday 20<sup>th</sup> September 2017**

**Agenda Item 10**

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**Norfolk and Suffolk Economic Strategy Update and Implementation Framework**

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Author: Lisa Roberts

**Purpose:** To update the Board on the progress of the development of the new Economic Strategy and outline the proposed Implementation Framework for Board agreement.

**Recommendation:** The Board are invited to note the contents of the paper and agree the Economic Strategy Implementation framework.

**Economic Strategy Update**

*Development*

Following the successful strategy session with LEP Board, LA Leaders' and sector leads' on September 4th, it was agreed that the **timetable** would be **reviewed** to ensure enough time was allocated to take on board all the comments received from partners.

From feedback on the day and in advance, there was broad consensus about the overall structure, shape and direction of the strategy, but more work was required on a number of areas.

The response from partners has been positive and a wide range of partners have been heavily engaged with the LEP team, providing feedback.

Over the past two weeks the LEP team has been collating all of the feedback and suggested alterations received from partners. This process began ahead of the September 4<sup>th</sup> meeting and continued the week afterwards.

Amendments have been made to the text, and a complete log of all feedback received has been created, including an explanation of whether the modifications have been included or not. In the vast majority of cases it has been possible to accommodate changes.

On the **8<sup>th</sup> September the Executive Summary of the strategy was shared** with the LEP Board, business intermediaries, all Local Authority Leaders, Chief Executives, LEP sub Boards and sector group leads.

A briefing note was also provided to Local Authorities to assist in the briefing process for the endorsement of the strategy.

From close of play on **19<sup>th</sup> September the full Economic Strategy will be shared** with partners for endorsement.

This later deadline has enabled changes to be made to the document, and will still enable local authority colleagues enough time to endorse the document before the LEP Board meeting on October 25th.

The private and public sector **endorsement process has commenced** with some organisations and groups already confirming their endorsement. We are also continuing to meet with MPs who have also been providing feedback.

In late September the strategy and evidence report will be checked by a professional proof reader to iron out any remaining glitches, ready for printing.

The strategy remains **on track to be signed off on 25<sup>th</sup> October** at the LEP Board meeting.

Publishing Plan

Our intention is for the Economic Strategy and the accompanying Evidence Report to be **published on the LEP’s website on 26<sup>th</sup> October**, the day after the October board meeting.

The full Economic Strategy **will be an interactive online document** which uses linked page turning software to help direct readers to more information on specifics including programmes, initiatives, organisations and other relevant documents.

The **Executive Summary will be available in print** and shared with partners to use for publicity material. We propose to make available a small number of printed copies of the full Economic Strategy for LEP Board members, Local Authority Leaders and Sector Leads.

During the **autumn we intend to organise and participate in a range of events and opportunities to raise awareness and publicise** the new Economic Strategy.

The publishing programme below provides current details of activities. We are looking to expand this programme. For example we are looking for place and sector-specific opportunities to enhance the programme and further suggestions from board members would be welcome.

We will start to use messages and themes from the strategy in our communications from the 20<sup>th</sup> September.

Date	Action
Mid-September	‘Key messages toolkit’ produced and shared with all partners. This will introduce the ideas in the strategy and give guidelines on how to talk about it.
September 20 <sup>th</sup>	LEP AGM to include a high-level overview of the themes and ambitions.
October 18 <sup>th</sup>	EEEEGR House of Commons reception opportunity to provide an industry update at this event.
October 18 <sup>th</sup> /19 <sup>th</sup>	MIPIM UK at Olympia. Opportunity to use the Key message toolkit and start introduce the strategy.
October 25 <sup>th</sup>	Final sign-off by LEP Board
October 26 <sup>th</sup>	All partners and participants in consultation events to receive an email with a link to the document.
End of October	LEP board members, all leaders, chief executives, and sector leads to receive a printed copy of the strategy.

End of October and November	Host business breakfast events for those who attended consultation events as well as other interested businesses and media to hear about the Strategy and plan for Implementation. Run a number of Webinar session for local authority teams
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**Economic Strategy Implementation Framework**

It is vital that the momentum and collaborative working achieved over the last few months continues to ensure the implementation of the strategy is successful and our ambitions achieved.

The diagram below illustrates the different levels of Delivery and Investment plans and how they relate to each other.



Ensuring the governance and existing funding programmes are aligned with the strategy is important.

Aligning Governance

In order to maximise the delivery of the Economic Strategy, the LEP executive is proposing that the delivery of the Economic Strategy should drive the reorganisation of LEP boards, committees and groups outlined in the PwC report.

This will ensure the right groups and structures are in place to deliver each element of the strategy. To achieve this it is recommend that the following forms part of the review of boards, committees and groups:

- Identify an existing or establish a new theme board or group for each of the five Economic Strategy themes to take ownership of delivery.

(The five themes are: 1 Our Offer to the World, 2 Driving Business Growth and Productivity, 3 Driving Inclusion and Skills, 4 Collaborating to Grow, 5 Competitive Clusters Close to Global Centres)

- The role and functions are defined for each, including developing theme Delivery and Implementation plans.
- Membership of each covers all organisations and institutes required to deliver the theme, and consists of people who will take ownership and be committed to implementing the delivery and investment plan for that theme.
- Each have in place effective plans to monitor and report progress. As well as an effective Communications plan to raise awareness and share information on the activities being carried out to ensure links are made across the themes and other parts of the governance structure.
- Each will be invited to discuss activity & investment with the LEP Board during the year with an annual review in the autumn involving LEP Board, Leaders and Sector leads.

### Delivery and Investment Plans

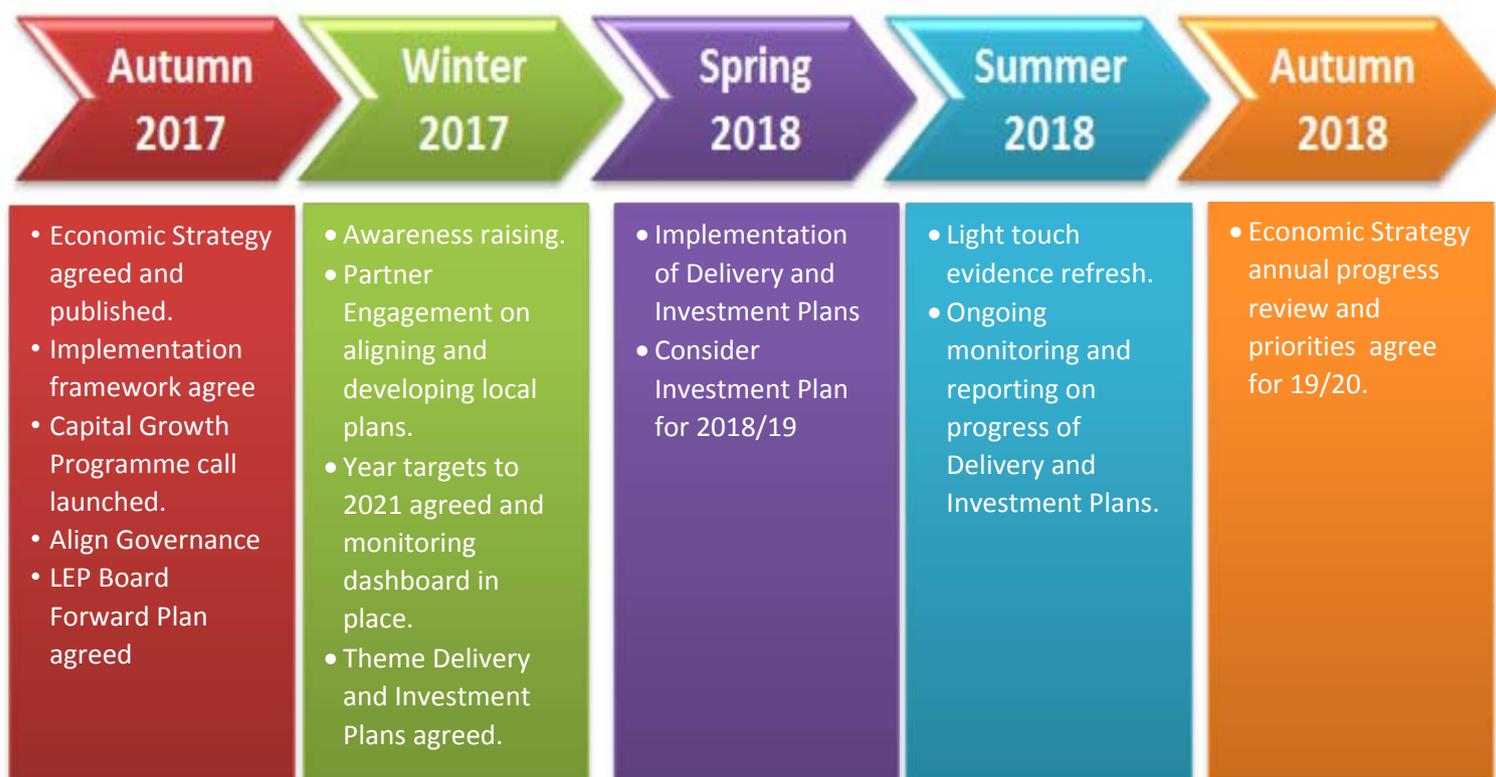
For each of the themes in the strategy a Delivery and Investment plan will be developed by a sub-board or group. These will feed into a combined high-level Delivery and Investment plan which will be overseen by the LEP Board.

Local partners are expected to align and develop local level delivery plans which underpin the delivery of the strategy for their area, sector, group of organisations or institution. Some of these will feed into the theme delivery plans others will just contribute to the delivery of the ambitions in the strategy.

The recommended framework below sets out what a Delivery and Investment plan should cover:

- The period up to March 2021.
- Under each ambition for each year up to 2021
  - Provide detailed activity including who is accountable and what success looks like (Key Action Indicators)
  - Metrics to help monitor progress
  - Outcome – What the actions will achieve
- A progress score card. Outlining how the theme contributes to the Economic Indicators and adding in any specific targets e.g. 5000 apprentices by 2021.
- Details of investments needed
- Uses the Inclusive Growth and Investment prioritisation tool kits to develop the plans.
- Consider how technology can improve delivery within the theme.

The diagram below outlines the key activities and timetable for implementing the strategy



### LEP Programme Alignment

A key element of the implementation of the new Economic Strategy will be the delivery of the LEP’s own suite of programmes.

Over the summer the LEP executive has been reviewing progress made by the programmes and ways in which these programmes can be aligned to the new strategy.

The executive is proposing to present a discussion paper to the board in October. The paper will summarise the review and make recommendations, to the Board, for each of the LEP programmes on adjustments that will ensure they are fit for purpose and align with the new Economic Strategy.

The paper will also outline options for use of the LEP’s Growth Deal Three funding, including the new Growth Capital Programme and seek the Board’s approval to initiate a call for capital projects which will be launched at the same time as the Economic Strategy is published.

**Recommendation:** The Board is invited to note the contents of the paper and agree the Economic Strategy Implementation framework.