

**New Anglia Local Enterprise Partnership Board Meeting**

**Tuesday 25<sup>th</sup> June 2019**  
10.00am to 12.30pm

**The Boardroom, University of Suffolk, Waterfront Building,  
Neptune Quay, Ipswich, IP4 1QJ**

**Agenda**

<b>No.</b>	<b>Item</b>	<b>Duration</b>
1.	Welcome from the Chair	<b>20 mins</b>
2.	Apologies	
3.	Declarations of Interest	
4.	Actions / Minutes from the last meeting	
<b>Forward Looking</b>		<b>60 mins</b>
5.	LEP Programme Beneficiaries - <b>Confidential</b>	Presentation and discussion
6.	Enterprise Adviser Network	Presentation and discussion
<b>Break</b>		<b>10 mins</b>
<b>Governance and Delivery</b>		<b>60 mins</b>
7.	Capital Grant Programme: Institute of Productivity	For Approval
8.	GE Update Report – <b>Confidential</b>	Update
9.	Chief Executive’s Report – <b>Including confidential items</b>	Update
10.	MIPIM Update and Proposal for 2019	For Approval
11.	June Programme Performance Reports	Update
12.	Innovation Board Chair Appointment	For Approval
13.	LEP Operating and HR Policy Updates	For Approval
14.	Board Forward Plan	Update
15.	Any Other Business	



## New Anglia Board Meeting Minutes (Unconfirmed) 23<sup>rd</sup> May 2019

### Present:

Claire Cullens (CC)	Norfolk Community Foundation
David Ellesmere (DE)	Ipswich Borough Council
Doug Field (DF)	East of England Coop
Pete Joyner (PJ)	Shorthose Russell
Dominic Keen (DK)	High Growth Robotics
Johnathan Reynolds (JR)	Nautilus
Andrew Proctor (AP)	Norfolk County Council
David Richardson (DR)	UEA
Lindsey Rix (LR)	Aviva
Jeanette Wheeler (JW)	Birketts

### Attendees

David Pomfret (DP)	College of West Anglia
Mike Stonard (MS)	Norwich City Council
Shan Lloyd (SL)	BEIS
Bethan Hacche (BH)	BEIS
Vince Muspratt (VM)	Norfolk County Council
Ray Harding (RH)	King's Lynn & West Norfolk Borough Council – For Item 3
Brian Long (BL)	King's Lynn & West Norfolk Borough Council
Nigel Best (NB)	New Anglia LEP – For Item 6
Chris Dashper (CD)	New Anglia LEP
Chris Starkie (CS)	New Anglia LEP
Rosanne Wijnberg (RW)	New Anglia LEP
Helen Wilton (HW)	New Anglia LEP

<b>Actions from the meeting: (23.5.19)</b>	
Growth Hub Presentation Growth Hub Annual Review to be submitted to the Board when published	<b>CD</b>
LEP Capital budget 2019/20 The criteria for the Growing Business and Growing Places Funds to be circulated to Board members	<b>CD</b>
<b>1</b>	<b>Welcome from the Chair</b>
<p>Doug Field (DF) welcomed everyone to the meeting including Brian Long and Ray Harding, the Leader and Chief Executive of King's Lynn and West Norfolk Borough Council and thanked them for hosting the meeting.</p> <p>DF also welcomed Claire Cullens (CC) and Pete Joyner (PJ) to their first board meeting and David Pomfret (DP) and Mike Stonard (MS) who were representing Nikos Savvas and Alan Waters respectively.</p>	
<b>2</b>	<b>Apologies</b>
Apologies were received from Steve Oliver, Sandy Ruddock, Nikos Savvas, Tim Whitley, John Griffiths, Matthew Hicks and Alan Waters.	
<b>3</b>	<b>Welcome from King's Lynn and West Norfolk Borough Council</b>
<p>Ray Harding (RH) welcomed the Board to the meeting and provided an overview of the successful work going on in the local Enterprise Zone.</p> <p>He also detailed investments being made to support new retailers such as H&amp;M moving into the town centre to support the high street. Significant investment has also been made in the market places and in the Town Hall itself to boost the town centre. To accompany this a programme of events has been developed to help maintain footfall in the town.</p> <p>The Council is also investing in housing with 350 of the planned 1000 new homes already built and work is ongoing to ensure that the new dwellings have all supporting infrastructure in place to build the desired communities.</p> <p>RH also updated the meeting on the ongoing work to support the local business community including tourism which is particularly vital to the area.</p> <p>RH thanked the LEP for their support in the past and conformed that KLIC was performing well with tenants expanding within the building as they require more space.</p> <p>DP provided a brief overview of the work of the College of West Anglia including its focus on the skills development of the students with the particular aim of ensuring that students are ready for workplace. Over £50m has been invested including funding from the LEP to improve facilities for students.</p> <p>MS asked if a separate company had been set up for the housing construction work. RH advised that this has not been done so far in order to avoid incurring additional costs and that the work had been funded internally to date. Sales from one phase have funded the next and this approach has been very successful.</p>	
<b>4</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>Item 7: Enterprise Zone Accelerator Fund Proposal PJ and David Richardson (DR) declared an interest in this item</p> <p>Item 8: LEP Capital Budget 2019/20: DR declared an interest in this item</p>	
<b>5</b>	<b>Minutes of the last meeting 27<sup>th</sup> March</b>
<p>The minutes were accepted as a true record of the meeting held on 27<sup>th</sup> March 2019.</p> <p><i>Actions from last meeting updated as follows:</i> Amendments to Articles of Association To include details of the term of appointment of the Deputy Chair - Complete March Performance Reports</p>	

	<p>To provide details of employment numbers for the agri tech sector – Complete and included in performance reports.</p> <p>LEP Board Diversity Champion</p> <p>Jeanette Wheeler (JW) advised that she had met with David Ellesmere to discuss the diversity policy and there would be a Board update shortly.</p>	
6	<p><b>New Anglia Growth Hub</b></p>	
	<p>CS provided the meeting with the background to the Growth Hub presentation and introduced Nigel Best (NB), Growth Hub Manager, to present to the Board as requested at the January Board meeting.</p> <p>NB provided the Board with an overview of the support available to businesses prior to the establishment of the Growth Hub and detailed the work carried out by the Growth Hub now. The team is currently undertaking a mapping exercise to establish what support is available for new and existing businesses to identify where improvements can be made.</p> <p>NB advised that the Growth Hub is one of the top 3 largest in the country and is working closely with Government in order to develop closer links. The team provides a wide range of advice and looks to identify long term support for businesses as well as sources of funding. The Hub provides a central point of access for all business support providing free impartial advice and helps to provide access to specialist advice where required. In addition the Hub now has 2 specific skills advisers funded by BEIS.</p> <p>The Board was informed that the team will have provided £47m worth of business support by March 2022 through the Business Growth Programme which covers the Growing Business Fund, Small Grants Scheme, support for start up companies and the Growth Hub itself.</p> <p>NB detailed the support currently being provided to companies in advance of Brexit and the work with government on this issue. When firm plans for Brexit are known the Hub will be able to provide more detailed support and assist companies with planning.</p> <p>NB reviewed the current work with companies identified with the potential to scale up and stressed the importance of identifying new and different ways of working.</p> <p>Andrew Proctor (AP) asked if support was being provided to those specific sectors identified by the LEP and how the team's success was being measured in relation to measures like productivity.</p> <p>NB confirmed that those key sectors were being targeted however the Hub did not have the capacity to be involved in every sector.</p> <p>He noted that Government has strict measures against which Growth Hubs have to record their results however measures such as productivity are being investigated as well as some of the qualitative measures.</p> <p>Johnathan Reynolds (JR) asked if the receipt of ERDF funding had caused any issues as there were limits on what it could be used for as primary agriculture, retail, hospitality and care sectors are all out of scope.</p> <p>NB confirmed that this was the case and noted that it was important that the future UKSPF should not follow the same rules and the LEP should lobby for these changes.</p> <p>DF asked how feedback was monitored and NB advised that an annual review was carried out.</p> <p><b>ACTION</b></p> <p>Growth Hub Annual Review to be submitted to the Board when published</p> <p>The Board also requested for more case studies to be highlighted to them.</p> <p>Lindsey Rix (LR) asked if there were common enquiries and themes and if these had shifted over time.</p>	<p><b>CD</b></p>

	<p>NB advised that skills queries were always common often relating to the use of new forms of media and also enquiries around generic management skills.</p> <p>LR suggested providing more holistic businesses support such as peer to peer support to assist managers.</p> <p>It was noted that many businesses needed advice at an earlier stage to help stay relevant in changing markets and that this could avoid the need for financial aid at a late date.</p> <p>NB stressed the importance of supporting those businesses who are keen and willing to change rather than those who remain with a model which is not working.</p> <p>CS noted that as part of the LIS work a review of all programmes was being carried out to ensure the best value for money is being achieved and that this includes the Growth Hub.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> <li>• To note the content of the presentation</li> <li>• To receive the Growth Hub Annual Review</li> </ul>	
<b>7</b>	<b>Enterprise Zone Accelerator Fund Proposal – Confidential</b>	
	<p style="text-align: center; opacity: 0.5; font-size: 48px; font-weight: bold;">DRAFT</p>	
<b>8</b>	<b>LEP Capital Budget 2019/20 – Confidential</b>	
	<p>Rosanne Wijnberg (RW) confirmed that the accountable body had reviewed the budget and was content. She also said that much of the capital spend had already been approved by the Board.</p> <p>RW reviewed the key points and noted that the budget was currently overcommitted by £7m but this was in the expectation of project slippage and that the allocation from Government doubled in the following year therefore the spend was being planned in advance of the next funding allocation.</p> <p>AP asked how the future allocation of grants and loans from the Growing Places Fund would be allocated. CS advised that this was an open call and projects would be assessed and funds allocated on an individual basis.</p> <p>Chris Dashper (CD) confirmed that extra promotion would be done to extend the current pipeline.</p> <p>AP asked if projects which have historically been unsuccessful could be included especially those previously limited by delivery timescales. This was confirmed.</p> <p>JW asked for further details of the Capital Growth Programme call criteria. CS confirmed that this had been agreed by the Board and would be amended for each future call in line with LEP targets and the Economic Strategy.</p>	

<p><b>ACTION</b> The criteria for the Growing Business and Growing Places Funds to be circulate to Board members</p> <p>David Ellesmere (DE) asked if the future spend should be brought further forward in case of future project slippage. CS advised that last year's spend had been spent in full but it had not cleared the earlier backlog. DE proposed starting the process much earlier to have the projects ready as soon as the funding is received from Government</p> <p>DF asked how the capital budget would be monitored. RW confirmed that reporting would be back to the Board at programme level.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> <li>• To note the content of the report</li> <li>• To approve the capital budget for the 19/20 financial year</li> <li>• To approve the allocation of £1m to New Anglia Capital</li> <li>• To receive the criteria for the Growing Business and Growing Places Funds</li> </ul>	<b>CD</b>
<p><b>9 Chief Executive's Report</b></p>	
<p>CS reviewed the report highlighting key areas of interest.</p> <p>CS updated the Board on the work on the LIS including the engagement events and invited Board members to the event on 19<sup>th</sup> June at the John Innes Centre.</p> <p><b>Place Branding</b> The Phase 2 consultants have been approved – Land Communication in Ipswich and Quick Fire Digital in Norwich. The launch is currently planned for 26<sup>th</sup> July at Adastral Park. It was proposed changing it to launch at the AGM in September. This was agreed.</p> <p>In his capacity as Chair of the Innovation Board DR asked if bids for the Innovative Projects Fund could go to the Innovation Board prior to the IAC in order to benefit from its expertise and experience. This was agreed by the Board.</p> <p>DR noted that the LEP Board needed to find a successor to him as Chair of the Innovation Board.</p>	

	<p>The Board agreed:</p> <ul style="list-style-type: none"> <li>To note the content of the report</li> <li>To change the Place Branding launch date to 25<sup>th</sup> September to coincide with the AGM</li> <li>For bids for the Innovative Projects Fund to go to the Innovation Board prior to submission to the IAC</li> </ul>	
<b>10</b>	<b>May Programme Performance Reports including Dashboards</b>	
	<p>RW reviewed the May reports and asked for questions from the Board.</p> <p>Dominic Keen (DK) asked if there were any areas on the dashboards causing issue. RW advised that skills and housing were always areas of concern given that the outputs were achieved on an ad hoc basis given timing issues.</p> <p>AP expressed disappointed that the Ely Rail project had not been progressed as expected, noting this was outside of the LEP's control.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> <li>To note the contents of the report</li> <li>To approve the dashboard</li> </ul>	
<b>11</b>	<b>Brexit</b>	
	<p>CS reviewed the paper included in the meeting papers and asked for questions from the Board.</p> <p>Shan Lloyd (SL) noted that businesses were refraining from investment but asked if this was impacting onto the grants scheme applications.</p> <p>CD confirmed that both size and volume of the grant requests had reduced slightly recently but this was also a seasonal trend.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> <li>To note the contents of the report</li> </ul>	
<b>12</b>	<b>South East Energy Hub</b>	
	<p>CS asked for questions from the Board.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> <li>To note the content of the report</li> <li>To delegate authority to Chris Starkie New Anglia LEP CEO to sign the Accountable Body agreement for the Greater South East Energy Hub on behalf of the LEP</li> <li>To delegate authority to Lisa Roberts, Head of Strategy, to represent and make decisions for the LEP on the Greater South East Hub Board and to Ellen Goodwin, Infrastructure Manager as Deputy, to operate subject to and within the guidelines and parameters laid down by the LEP Board.</li> </ul>	
<b>13</b>	<b>Board Forward Plan</b>	
	<p>CS advised that, due to a rescheduled Parliamentary event the June board meeting would now possibly take place in Ipswich.</p> <p><b>The Board agreed:</b></p> <ul style="list-style-type: none"> <li>To note the content of the plan</li> </ul>	
<b>14</b>	<p>Any Other Business</p> <p>None</p>	

**Next meeting:**

**Date and time of next meeting:** 10.00am – 12.30pm, 25<sup>th</sup> June 2019

**Venue:** TBC

**New Anglia Local Enterprise Partnership  
Board Decision Log - Public**

Date	Decision Making Body*	Decision Made
23/5/19	LEP Board	<p><b>The Board made the following decisions:</b>  <b>Enterprise Zone Accelerator Fund Proposal - Confidential</b>  <b>LEP Capital Budget 2019/20 – Confidential</b></p> <ul style="list-style-type: none"> <li>To approve the capital budget for the 19/20 financial year</li> <li>To approve the allocation of £1m to New Anglia Capital</li> </ul> <p><b>South East Energy Hub</b></p> <ul style="list-style-type: none"> <li>To delegate authority to Chris Starkie New Anglia LEP CEO to sign the Accountable Body agreement for the Greater South East Energy Hub on behalf of the LEP</li> <li>To delegate authority to Lisa Roberts, Head of Strategy, to represent and make decisions for the LEP on the Greater South East Hub Board and to Ellen Goodwin, Infrastructure Manager as Deputy, to operate subject to and within the guidelines and parameters laid down by the LEP Board.</li> </ul>
23/5/19	Investment Appraisal Committee	<p><b>The IAC made the following decisions:</b>  Croxtton Road Cycle Link  To reallocate £450k from the existing transport scheme towards the delivery of a cycle link within the area  <b>UEA Enterprise Fund Output Metrics</b>  To approve the metrics for the project</p>
01/05/19	Growing Business Fund Panel	<p><b>The Panel approved the following applications:</b></p> <ul style="list-style-type: none"> <li>Portable Space Limited – agreed to support Approved Grant - £78,378</li> <li>Goldwell Manufacturing Services Limited – agreed to support Approved grant - £40,000</li> <li>Belle Coachworks Limited – agreed to support Approved grant - £36,000</li> <li>HBD Europe Limited – agreed to support Approved Grant - £52,388</li> </ul>
03/04/19	Growing Business Fund Panel	<p><b>The Panel approved the following applications:</b></p> <ul style="list-style-type: none"> <li>Anglian Plant Limited – agreed to support with conditions Approved grant - £170,000</li> </ul>
27/03/2019	LEP Board	<p><b>The Board Made the following decisions:</b>  <b>Delivery Plan</b>  To approve the Delivery Plan and delegate the authority to the LEP Chief Executive to make minor amendments as required before publication  <b>2019/2020 Budget</b>  To approve the operating budget for 2019/20  To approve the proposal on financial reporting  <b>Capital Growth Programme Call</b></p>

\* New Anglia Local Enterprise Partnership Board, Investment Appraisal Committee, Growing Business Fund Panel, Remuneration Committee, Audit & Risk Committee

		<p>To approve the funding to the following projects:</p> <ul style="list-style-type: none"> <li>• £440k to Norfolk and Suffolk County Councils- Norfolk &amp; Suffolk Innovation Network</li> <li>• £6.497m to the University of Suffolk- Digital Skills &amp; Innovation Accelerator</li> <li>• £1.6m to Suffolk New College- Digital &amp; Technology Skills Hub</li> <li>• £6.098m to City College Norwich- Digital Technology Factory</li> <li>• To provide an offer of £4.461m to the University of East Anglia's Institute of Productivity with the condition that the proposal is put back before the Board for final approval following the completion of further investigation</li> <li>• To approve the Growing Places Fund grant of £200,000 to the National Trust, Releasing the Sutton Hoo Story</li> </ul> <p><b>Local Assurance Framework</b> To adopt the 2019 Local Assurance Framework To adopt the updated Scheme of Delegation To adopt the updated Accountable Body Agreement</p> <p><b>European Structural and Investment Funds Strategy</b> To approve the contents of the European Investment Strategy Update and recommended its adoption to the New Anglia ESIF Committee</p> <p><b>Amendments to the Articles of Association</b> To approve the following documents</p> <ul style="list-style-type: none"> <li>• The Articles of Association of New Anglia Local Enterprise Partnership Limited, amended to reflect the agreed changes to the LEP Board as a result of the LEP Review</li> <li>• The written resolution to be sent to the LEP's members to approve the adoption of the new articles</li> <li>• The class consents for each of the three classes of members, consenting to the variation of their class rights through the adoption of the new Articles of Association</li> <li>• The letter to the company's auditors informing them of the proposed written resolution</li> <li>• To retain the clause in the Articles of Association not permitting alternate directors</li> <li>• To permit directors to appoint an observer at directors' meetings who will have no voting rights or form part of the quorum</li> <li>• Not to allow substitutes at Committee level</li> <li>• To amend the Articles of Association to confirm the term of appointment of the Chair as three years</li> </ul> <p><b>Chief Executive's Report</b> To confirm the appointment of Martin Williams to the IAC To agree to the formation of a Local Industrial Strategy Independent Expert Panel</p> <p><b>Growth Deal Project Change Request</b> To reallocate £415k from the NATS A11 Corridor Package to the NATS City centre Package</p>
27/03/19	Investment Appraisal Committee	<p><b>The IAC made the following decisions:</b></p> <p><b>Innovative Projects Call Paper – Confidential</b> To award Innovative Projects funding to the following projects:</p> <ul style="list-style-type: none"> <li>• Norfolk County Council – Building Supply Chains Capacity - £22,000</li> <li>• Visit East Anglia – Growing the Year-Round Economy - £110,000</li> <li>• Catapult – ORE Offshore Renewable Energy £50,000</li> </ul> <p>To approve that the Innovative Projects Fund becomes an annual rolling programme, with a minimum allocation of £500k each for the 2019 and 2020 calls</p> <p><b>GD Funding for Attleborough Virement</b> The meeting approved the reallocation of £275,000 within the Attleborough Transport package as per the meeting paper.</p>
06/03/19	Growing Business Fund Panel	<p><b>The Panel approved the following applications:</b></p> <ul style="list-style-type: none"> <li>• Kiezenbrink UK Limited – agreed to support</li> </ul> <p>Approved grant - £26,255 awarded under de minimus</p>

\* New Anglia Local Enterprise Partnership Board, Investment Appraisal Committee, Growing Business Fund Panel, Remuneration Committee, Audit & Risk Committee

**New Anglia Local Enterprise Partnership Board**  
**Tuesday 25<sup>th</sup> June 2019**

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**Agenda Item 6**

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**Enterprise Adviser Network**

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Author: Glen Todd Presenter: Glen Todd

**Summary**

This paper summarises progress made by the New Anglia Enterprise Adviser Network which is funded jointly by the Careers & Enterprise Company and the LEP against its Grant Agreement targets set out by the Careers and Enterprise Company. The paper supports the presentation which Glen Todd, EAN and Careers Hub Manager, will present at the Board meeting which will further outline the strategic plan and impact of the New Anglia EAN.

**Recommendation**

For the Board to commit to support the recruitment of Enterprise Advisers by championing the Network and becoming ambassadors to continue its growth through utilising their own networks.

**Background**

The Careers and Enterprise Company (CEC) operate the Enterprise Adviser Network (EAN) across the country in partnership with the LEPS, recruiting senior business leaders to work voluntarily with secondary schools and colleges as 'Enterprise Advisers' (EAs). EAs work strategically with senior leaders in schools and colleges, supporting them to develop and enhance their business engagement plans. The aim, to improve the quality and consistency of careers, work related & enterprise education delivered to students and to broker activities with businesses and enterprise providers. The volunteers will bring their wealth of knowledge and experience of the world of work to help develop a comprehensive action plan for careers education, fully supporting young people between 11 and 18 years old.

EAs are supported by a team of Enterprise Co-ordinators (ECs), full-time employees of the network who establish the connections with the businesses and the schools and report to the CEC.

Six of the eight ECs have undergone a TUPE process from Norfolk and Suffolk Councils and joined the LEP from the beginning of December. This has been a challenging process consisting of a consultation period and then the embedding of the ECs into the LEP. The remaining two ECs have been recruited since April and May, with the final EC, employed to service nine additional schools in West Norfolk that are no longer supported by Cambridgeshire and Peterborough. Of the eight ECs four cover Norfolk and four cover Suffolk. The team of EC's are managed by the EAN and Careers Hub Manager. The Careers Hub is comprised of 32 Educational Establishments working to fully meet all Benchmarks by July 2020.

The EAN is run nationally although we have responsibility for the engagement in our LEP area. Currently the Network is funded via CEC funds which are matched by LEP funding up to August 2020. Future funding from CEC is wrapped up in the Government's comprehensive spending review. The LEP's contribution comes from Enterprise Zone Pot C income.

The Gatsby Benchmarks are a framework of eight guidelines that define the best career provision in schools and colleges with the network primarily targeted to deliver against BM5 (Encounters with employers and employees) and BM6 (Experiences of workplaces). Please see appendix 1 for full Gatsby Benchmark descriptions.

## **Key considerations**

**Target: Increase the number of schools engaged and increase performance against Gatsby Benchmarks 5&6.**

Please see appendix 2 for targets table.

As can be seen from the table in appendix 2 – at the end of May the EAN is on track to meet the targets set by the CEC with two further months of delivery.

Currently the EAN has 100 voluntary Enterprise Advisers with 40% coming from large employers.

Currently the Network is engaging with 83 Mainstream and FE Schools as well as 16 SEND schools and 10 Alternative Provision giving a 76% coverage of the 144 schools across the region. Areas that we are currently experiencing issues with non-engagement are included in appendix 3. Some of the reasons for school's non-engagement are

- Changed priorities when OFSTED grading of schools is at Grade 3 (requires improvement) or 4 (inadequate) and/or drop in academic results resulting in schools reducing or withdrawing their focus from the network.
- Loss/change of Careers Leaders/Advisers as many staff change schools regularly or private careers advisers' contracts do not get renewed. Funding in schools has been cut and careers advisers are often sacrificed to save money.

To drive engagement with the Network the EAN will be utilising the additional stakeholders that come with being incorporated in to the LEP as well as collaborating closer with other careers provision such as NEACO and NCS.

To assess Gatsby Benchmark performance a self-assessment tool, Compass, created by the Careers and Enterprise Company is used termly with the next round of completion to be finished before the end of the Summer Term (24<sup>th</sup> of July). To ensure quality and consistency across the Network Careers Leads utilise the guidance of the Enterprise Coordinators and their Enterprise Adviser. The Network is also developing a local resource Benchmark toolkit to support with the achievement of the Benchmarks and as a Best Practice Guide.

Feedback collated by the CEC in the last month of Employers engaged with the EAN has shown an 87% satisfaction rate with the EAN against a target of 70%. These employers have said they would recommend the EAN and that it has supported increased engagement for them with young people.

## **Conclusion and next steps**

The focus for the team over the last year has been the transfer and integration within the LEP executive and develop the processes needs to achieve the targets in the contract. Excellent progress has been made which has been recognised by the Careers Enterprise Company.

The EAN is on track to meet its July 2019 targets. However it needs the continued support of the Board to be able to continue to recruit quality Enterprise Advisers, who can support schools and colleges across the region to deliver inspiring careers strategies and prepare the young people of Norfolk and Suffolk with the skills they need for the fast-changing world of work.

The focus for the team in the coming month will be on driving up quality and considering the best way to measure impact and share best practice. The team are already working on developing a toolkit of materials and best practice for each of the eight Gatsby Benchmarks to support schools and the EAs.

The LEP will work with the two county councils and the CEC to interrogate data and evidence available on the opportunity areas, the career's hub and the wider EAN network to explore and test the impact the different parts of the network are delivering.

### **Link to the Economic Strategy**

Growing the number of Enterprise Advisers and the number of schools that are engaged is one of the key objectives within the Driving Inclusion and Skills theme in the Economic Strategy. The EAN is recognised as an important initiative that will strengthen the links between the business and education community in order to drive young people's aspiration and work readiness in line with the requirements of the local economy.

Using Labour Market Information, the EAN highlights and promotes the three key sectors of the Local Industrial Strategy, Clean Energy, Agri Food and ICT. By July 2020 we are committed to providing access to an Enterprise Adviser for every secondary school and college across Norfolk and Suffolk.

### **Recommendation**

- To note the content of the report
- For the Board to commit to support the recruitment of Enterprise Advisers by championing the Network and becoming ambassadors to continue its growth.

## Appendix 1:

### Gatsby Benchmarks Descriptions:

<b>Benchmark</b>	<b>Description</b>
1. A stable careers programme	Every school and college should have an embedded programme of career education and guidance that is known and understood by pupils, parents, teachers and employers.
2. Learning from career and labour market information	Every pupil, and their parents, should have access to good-quality information about future study options and labour market opportunities. They will need the support of an informed adviser to make best use of available information.
3. Addressing the needs of each pupil	Pupils have different career guidance needs at different stages. Opportunities for advice and support need to be tailored to the needs of each pupil. A school's careers programme should embed equality and diversity considerations throughout.
4. Linking curriculum learning to careers	All teachers should link curriculum learning with careers. For example, STEM subject teachers should highlight the relevance of STEM subjects for a wide range of future career paths.
5. Encounters with employers and employees	Every pupil should have multiple opportunities to learn from employers about work, employment and the skills that are valued in the workplace. This can be through a range of enrichment activities including visiting speakers, mentoring and enterprise schemes.
6. Experiences of workplaces	Every pupil should have first-hand experiences* of the workplace through work visits, work shadowing and/or work experience to help their exploration of career opportunities, and expand their networks.
7. Encounters with further and higher education	All pupils should understand the full range of learning opportunities that are available to them. This includes both academic and vocational routes and learning in schools, colleges, universities and in the workplace.
8. Personal guidance	Every pupil should have opportunities for guidance interviews with a careers adviser, who could be internal (a member of school staff) or external, provided they are trained to an appropriate level.

## Appendix 2: EAN Targets and performance up to May 2019

Description	Performance Targets for July 2019.	Performance as of May 2019.	Difference	Forecast July 2019 Performance	Targets July 2020.	Notes
Mainstream and FE Schools Signed up to the Network	85	83	-2	86	105	There are 105 Mainstream and FE Schools in Norfolk and Suffolk.
Mainstream and FE Schools matched to an EA	67	63	-4	69	105	By the end of July 2020 all Mainstream and FE Schools should have access to an EA.
Matched schools fully achieving BM5 by the end of July 2019	50%	39.51%	-10.49%	50%	70%	
Matched schools fully achieving BM6 by the end of July 2019	45%	38.46%	-6.54%	46%	55%	
Hub Schools matched to an EA fully achieving BM5	55%	43.75%	-11%	55%	100%	
Hub Schools matched to an EA fully achieving BM6	50%	50%	0%	55%	100%	



## **Summary**

This report provides an overview of LEP team activities since the May board, structured around:

- 1) Programmes
- 2) Strategy
- 3) Engagement and promotion
- 4) Governance, Operations and Finance

The media dashboard is attached as an appendix to the report

## **Recommendations**

The board is asked to note the contents of the report

### **1) LEP Programmes**

#### **Growth Deal**

All the new capital projects approved in March 2019 are set to begin shortly, and the development of legal agreements to enable drawdown of grant are well in hand.

**Hempnall Crossroads** - The main construction work for the roundabout at the Hempnall crossroads on the A140 began at the end of May and should be completed by the end of the year. It is intended to reduce journey times, ease traffic congestion and improve road safety.

**Great Yarmouth Flood Defences** - Work to improve and update Great Yarmouth Flood defences will start very shortly, although the Environment Agency may not now claim any of the £8.2m approved grant before next financial year.

**Growth Deal Outputs** - Outputs continue to rise slowly against forecasts and agreed targets, with the number of houses in particular increasing through developments associated with the Lynnsport Access Road and Bury St. Edmunds Eastern Relief Road. Also, development of new teaching facilities at both West Suffolk College and East Coast College are proceeding well and on schedule to conclude in time for the new academic year, which should lead to a substantial boost to learner numbers.

### **Enterprise Zone Accelerator Fund – Confidential**

### **Growth Programme**

The Small Grant Scheme continues to exceed forecast performance and at the end of May 2019, the grant programme had passed the August 2019 delivery target and is already 38% into the target for the quarter ending November 2019.

In May 2019 the Growth Hub celebrated its 5<sup>th</sup> Birthday. These five years included engaging with more than 8,000 businesses and providing more than 41,000 hours of support.

The LEP has recently approved its 700<sup>th</sup> business support grant, providing more than £28m of funding in total to local businesses. The story was covered by a press release <https://newanglia.co.uk/new-anglia-lep-awards-700th-grant-to-business/> and picked up by a number of local media, including EDP and EADT

The New Anglia LEP CRM continues to be rolled out to our key partners and local district authorities.

### **Growing Places Fund**

#### **GPF Loans**

The three construction projects with current LEP loans, namely the Winerack and Maltings in Ipswich and Atex Business Park in Stowmarket, are all progressing well and are due to be completed in 2019.

#### **Loan Update - Confidential**

### **GPF Grants**

The Hold Heritage Centre in Ipswich, which has been awarded a £250k grant by the LEP is now rising out of the ground with the steel frame and much of the structure visible. Work has started on the regeneration of Southwold Hospital and Sutton Hoo historic site improvements are due to be complete by this Summer.

### **Innovative Projects Fund**

Five of the eight projects approved in the 2018 call of the Innovative Projects Fund have now been issued with their respective Offer Letters. All five projects will submit their first claims by the end of June 2019. The three further projects were given conditional approval in March of this year. Of those, NUA is awaiting confirmation of match funding, Start East has been delayed due to the deferral in decision making on the ERDF programme and Suffolk County Council’s Fit for Nuclear project is pending a decision on Sizewell C.

NUA’s Creative Interns project has now been completed. The project resulted in 13 of the 14 interns being offered and taking up ongoing work with the host business at the end of the fixed 12-week period. All of them are still working within Norfolk. This is an excellent result. The total cost of the scheme was £108,921. New Anglia LEP contribution to the scheme was £66,450 – an investment that equates to £5,111 per job created. The next development of this scheme for NUA

will be to support internships for creative graduates working in other sectors – FinTech will be the first sector for this work, and NUA is already working with Marsh to design the first roles.

**New Anglia Capital - Confidential**

**Eastern Agritech initiative**

Outputs to be delivered by the Eastern Agritech initiative as a result of the New Anglia LEP grant have now been agreed, including those in the table below. It should be noted that the programme is predominantly focused on R&D interventions, therefore these targets will be achieved by the smaller number of business grant awards expected to be made.

Output	Number	To be Achieved by
Jobs created	100	31 March 2021
Jobs sustained	50	31 March 2021
Private sector leverage	£8m	31 March 2021

When the legal agreement is signed, LEP Funding will then be released in a minimum of two tranches, subject to evidence of future demand. The initial payment will cover existing accrued expenditure on projects in the LEP area and the administration of the programme.

Reporting arrangements have been agreed and a programme performance update will be submitted to the LEP board every 4 months with the next report due to be submitted in October 2019.

**2) Strategy**

**Local Industrial Strategy (LIS)**

**National update**

The West Midlands LIS and the Greater Manchester LIS have now been published, and it is our understanding that there is a wish to publish the four LISs that are within the Oxford Cambridgeshire arc before summer recess.

Government are expected to publish some guidance on how towns should be represented in LIS in the coming days.

It is hoped that clarity will be reached soon on the timings for submitting our LIS to government which will go through an iterative process which includes cross Whitehall group – Local Industrial Strategy Analytical (LISA) Panel and LIS Implementation Board before being submitted to a government department write around seeking departments sign off.

### **Development of New Anglia LIS**

Good progress is being made with the development of the evidence and emerging interventions. A first draft of the Norfolk and Suffolk LIS will be presented to the Economic Strategy Delivery Coordinating Board on 8<sup>th</sup> August. Partners will be engaged and consulted on the draft.

### **LIS Evidence Base**

The quantitative evidence base has now been refreshed and updated, and we are working with Metro Dynamics to develop a structure, that will inform the narrative of emerging thinking around interventions, and key themes in the LIS. Over the next few weeks, we will focus on preparations of the evidence base ahead of the independent expert’s panel meeting, on the 10<sup>th</sup> July. The Data Practitioners Group will be meeting following the panel, in order to examine and help to answer questions that are likely to flow from the independent expert panel’s feedback.

### **LIS Engagement Sessions**

The LEP has led 15 business engagement events across Norfolk and Suffolk to engage with businesses and academia to help shape the Local Industrial Strategy (LIS) and develop the interventions that will deliver actions to make businesses grow. These have all been well attended and extremely positive.

A Partner Summit took place on 11th June bringing together officers from Local Authorities, Educational establishments, business intermediaries and the Volunteer and Community Sector to review the evidence base and emerging interventions.

The second Leaders session is on 19th June. The aim of this session is to examine the emerging ideas and actions which have come out of the engagement events so far and help to develop them further.

The final session will be held in the autumn to review the draft Local Industrial Strategy and actions.

There are two further business engagement session which will take place at the Norfolk show on 27th June and another with the Institute of Chartered Accountants for England and Wales (ICAEW) on 28th June.

### **Agri-Food LIS and Sector Skills plan event at the Royal Norfolk Show**

Clarke Willis has secured the Norfolk Growing Stage on Thursday 27 June at the Royal Norfolk Show. The LEP is working with Clarke to securing a series of speakers to discuss the Future Opportunities for the AgriFood Sector.

This will be an interactive session so that we can capture evidence for the Local Industrial Strategy. Confirmed speakers are Nathan Raines (Poultec), Macauley Carey (Ben Burgess) and Andrew Fearne (UEA).

### **Review of LEP Programmes**

A review of the LEP programmes is underway to identify the role they can play in the emerging Local Industrial Strategy and whether they need to be adapted. The review will also identify any lessons learnt to inform design of new interventions that will deliver the Economic Strategy and the emerging Local Industrial Strategy.

The findings will be used to inform the evidence base for the emerging Local Industrial Strategy. Where appropriate, LEP Programmes will be adapted/evolved to increase the outcomes and/or align with the Local Industrial Strategy.

**Economic & Social Research Council (ERSC) - NALEP & UEA joint research project**

A small amount of funding has been secured for UEA through ERSC to provide some support on developing the evidence for the LIS. It has been agreed that Prof. Andrew Fearne, Value Chain Management and his team will carry out targeted research looking to develop a deeper understanding of the specific opportunities within the agri-food strategic opportunity. They will be seeking to identify a range of interventions and actions from a global as well as national context, and seek to validate them against the specific challenges and circumstances of Norfolk and Suffolk. The overall aim being to uncover potential ‘ready-made’ interventions, we could then include in our LIS. Andrew shared his initial findings with the FDA Board on 11<sup>th</sup> June. A final report will be ready by the end of June.

**Other strategy team activity**

**CO2 scoping report**

UEA is well underway in scoping environmental metrics including climate change and emissions data as part of the ongoing monitoring of the Norfolk and Suffolk Economic Strategy. They are currently developing a technical report, high-level executive summary and evidence workbook for discussion and further consideration at the July Board meeting.

There is significant potential for this work to feed into the LEP’s work plus also work on climate change being undertaken by a number of our local authorities.

**European Social Investment Funds (ESIF)**

The LEP attended the LEP meeting at the Ministry of Housing Communities and Local Government, meeting with the three Government departments responsible for our EU programmes – MHCLG, DWP and Defra – and colleagues from the Cambridgeshire and Peterborough Combined Authority and Herts LEP to hear programme updates and share progress.

**EAFRD** - A £30m extra pot will be made available later this year under business development and tourism. The call is expected to open in September with a January 2020 deadline for EoIs and July 2020 for full applications. This isn’t ‘official’ yet but we have been given permission to inform our networks that this is coming.

**ERDF** - Any projects which submit an EOI in the next round of Calls are likely to be front of the queue for national reserve funds even if our allocation is spent. The LEP is working with partners to be proactive in developing project ideas.

**ESF** – DfE are keen not to disadvantage under-committed LEPs in the reserve Fund further information on this is expected in July. Project extensions can only be considered if they tie into a general Call – The LEP is looking at this in relation to those projects which have expressed an interest in extending.

The LEP is planning a European Social Fund celebration and evaluation event on 16<sup>th</sup> July at Thetford Town Council. The aim of the event is to raise awareness of the projects that are happening in Norfolk and Suffolk and share best practice and identify lessons learnt which will be fed back into future project development.

**Industrial Strategy – Sector Deals**

The All Energy Industry Council will meet for the first official meeting on 27<sup>th</sup> June and one of the items on the agenda will be a discussion around a sub-group to support the delivery of the Offshore Wind Sector Deal and Nuclear Sector Deal.

**Offshore Wind Sector Deal**

The LEP attended the Southern North Sea Conference held at the Royal Norfolk Showground on 15-16<sup>th</sup> May, where several sessions were dedicated to the delivery of the Offshore Wind Sector Deal.

**Nuclear Sector Deal**

The LEP attended a meeting with BEIS on 5<sup>th</sup> June, also attended by Nuclear AMRC and Heart of the South West LEP, to discuss next steps for the supply chain programme that was assessed by BEIS and returned for improvements.

The programme will require the backing of the Nuclear Industry Councils’ Winning UK Business group to secure Government’s approval.

**Food and Drink Sector Deal**

DEFRA has updated the LEP with the latest outline of emerging proposals for the Food and Drink Sector Deal:

- Innovation – increase the uptake of automation among food and drink businesses
- Exports – recruit in-market specialism in trade policy in key markets for food and drink exports and building a market research unit to provide market and sector intelligence reports.
- Engineering Skills – support investments in innovation and automation by upskilling the existing workforce, investing in food engineering apprenticeships and providing industry placements for T-Levels.

**Community Grants – LIFT Launch**

Norfolk Community Learning Services were awarded the European Social Fund (ESF) Community Grants contract worth over £800K. They will distribute funding of up to £20,000 per project that support people to engage with an accessible but structured learning programme aimed at boosting their confidence and skills. The aim should be to help people into or closer to employment or more formal learning and skills provision. The LEP executive were involved with the Norfolk (James Allen) and Suffolk (Natasha Waller) launch events and have a place on the Board that decides which projects can be funded.

The LEP will attend the LIFT Community Grants Board meeting on 27<sup>th</sup> June, following the launch in mid-May.

The LEP will also be attending Suffolk Growth Programme Board’s Social Value workshop on 2<sup>nd</sup> July.

**Brexit**

The LEP attended the Suffolk Brexit Task Group meeting on 6<sup>th</sup> June, where it was confirmed that the two Brexit Business Advisors have been appointed by Suffolk Chamber of Commerce to cover all businesses across Suffolk.

**King’s Lynn Business Week**

The LEP has been asked to be involved in the activities that are taking place w/c 30<sup>th</sup> September, particularly from a skills focus. This fits in well with us starting to interact with the West Norfolk schools through the Enterprise Adviser Network. There are plans to invite the College of West Anglia and local schools into the town to meet businesses so that they can see what local opportunities are available to them.

## **Infrastructure**

### **Transport Board – 21 May and 4 September**

The LEP Transport Board met on 21 May and considered the ‘Agile to Change’ theme of the Integrated Transport Strategy. The meeting heard from DfT and the Connected Places Catapult on the ‘Future of Mobility’ Grand Challenge as well as Liftshare on the necessary behaviour and cultural change needed to facilitate such future mobility opportunities. The next meeting will be held on 4 September and will focus on the ‘Regional Connectivity and Our Priority Places’ theme of the Strategy.

### **Roads Investment Strategy**

The LEP will be attending a rescheduled A47 Alliance lobbying meeting in Westminster on 25 June to highlight the need for further investment in the A47 as well the importance of the delivery of currently committed schemes. It has also recently pushed the case for improving the A14 as part of the second Roads Investment Strategy and will be attending the rescheduled A14 Strategy Board to help push the case further once a date has been finalised.

### **Transport East – 12 June**

The latest meeting of Transport East took place on 12 June. The meeting considered future working arrangements and resourcing as well as the Regional Evidence Base for the developing Transport Strategy. Finally the meeting considered the importance of environmental sustainability in its ongoing work. An extraordinary meeting is being scheduled for early July to sign off the Forum’s prioritisation for DfT submission on Large Local Major and Major Road Network schemes.

## **Housing**

### **LEP Housing Conference – 11 July**

The LEP is holding Housing Conference on 11 July working with the Housing and Finance Institute, the Building Growth Group and the Suffolk Growth Programme Board. Invitations have been sent and the programme is being finalised. There has been an overwhelming response to conference as a result we have expanded the capacity of the event from 100 to 140 attendees.

## **3) Engagement**

This section covers engagement activity with local stakeholders, including local authorities, local businesses and MPs. It also covers activity with Government and our wider international activity. The Communications and Engagement Dashboard is included as Appendix A to this report.

### **Place Branding Update**

The contract for Phase 2 of the place branding activity was awarded to Land Communication and Quickfire Digital following an open procurement process. They are specialist agencies with experience in the fields of economic development, place marketing and development of bespoke digital platforms and work has already commenced.

A Project Steering Group has now met twice and oversees the development of phase 2 activity, led by New Anglia LEP. Work has started on the development of a new promotional website to enhance and promote the Norfolk and Suffolk investment offer. Filming has also taken place around Ipswich/Martlesham, Norwich (including Norwich Research Park) and Great Yarmouth to focus on our specific areas of capability and sector strengths around ICT/Digital, Clean Energy and Agri-Food/Life Sciences.

The Steering Group have also helped identify specific businesses for video case studies of successful companies that have chosen Norfolk and Suffolk to relocate and/or expand their business.

Although the brand identity and name is still confidential, representatives from the LEP have attended various stakeholder and sector group meetings to highlight and talk through the aims, objectives and forward timeline, in particular emphasising the important aim of engaging companies and strengthening the business ambassador activity to help raise the profile of the area more proactively going forward.

Plans are now progressing for the official launch of the new Norfolk and Suffolk campaign to take place at Kesgrave Hall on 25<sup>th</sup> September with other national/European events in the pipeline.

### **Invest East ERDF Programme**

The first Investment Readiness Showcase from the Invest East ERDF programme took place on Wednesday 12 June 2019. Hosted at The Assembly House in Norwich, an audience of over 80 people including investors, specialist mentors and other stakeholders were presented with investment pitches from Norfolk and Suffolk companies who have recently completed the four month investment readiness programme.

24 companies took part in the intensive programme and the showcase presented the most promising investment opportunities developed by participants. Recruitment for the next programme taking place in the Autumn is already underway and over two thirds of places are filled. In addition to one to one support from investment readiness advisers, workshops and masterclasses, companies can also access specialist support from a pool of mentors (potential mentors welcome).

Invest East is a 3-year partnership programme, part funded by ERDF, involving New Anglia LEP, Growth Hub, UEA, Suffolk County Council and Norfolk County Council to promote and attract new business investment into the area and support SMEs to scale up and invest.

### **Deepening Norfolk & Suffolk's trade relations – visit by Dutch Ambassador**

The LEP is supporting a visit to the region by His Excellency Simon Smits, the Dutch Ambassador to the UK.

Officials from Drenthe province are due to participate, taking further the relations established in the MoU, signed in September 2018.

The Ambassador will visit the Royal Norfolk Show on Wednesday June 26<sup>th</sup>, at the invitation of the RNAA, meeting both Dutch and local UK businesses of interest at a business breakfast co-hosted by Norfolk County Council and the Chambers of Commerce and supported by LEP and local partners.

Following a presentation to the Countess of Wessex, the delegation will enjoy viewing the local Food & Drink Hub as well as key commercial and agricultural exhibition, followed by a dinner with civic leaders and local partners.

On June 27<sup>th</sup> 2019 the Ambassador will visit Norwich Research Park.

The day will include presentations by the world renowned Institutes on Norwich Research Park as an exemplar of Norfolk & Suffolk’s assets enabling international investment, exporting and collaboration.

The objectives of the visit are to:

- Highlight the trade opportunities in the Agri-Food, Life Sciences and ICT sectors, overlapping with the contribution to the Industrial Strategy (e.g. the agenda of ageing well, which is also a part of the Drenthe MoU).
- Strengthen trade with a close European neighbour by taking the UK/Norfolk & Suffolk and Dutch trade further.

Author: Chris Starkie

- Promote the world-leading Research and Innovation around Food, Health and the Microbiome, Genomics, Med-tech, Agri-tech and Industrial biotech and ICT.
- Develop work with the Department for International Trade (DIT) to communicate the Norfolk and Suffolk offer to the World.

### **Norfolk Enterprise Festival**

The LEP and the Growth Hub are sponsoring the second Norfolk Enterprise Festival which takes place in the grounds of Hoveton Hall near Wroxham on Saturday July 13<sup>th</sup>.

The festival will feature more than 20 speakers including entrepreneurs talking about their business experiences and it will also include a Dragons Den style angel investment pitching event with £10,000 of business support up for grabs.

There will also be a Bright Sparks ideas tent where students will get the chance to pitch their nascent business idea.

The Growth Hub will also be holding one to one sessions for businesses wanting advice on growing their business.

The festival is aimed at families and there will be a programme of fun activities for children as well as live music and a wide selection of food and drink.

<https://www.norfolkenterprisefestival.co.uk/about>

Tickets for the festival can be booked at:

<https://www.eventbrite.co.uk/e/norfolk-enterprise-festival-2019-tickets-55271717194>

### **British Business Bank**

Chris Starkie met the new regional director of the British Business Bank, Paul Sullivan, to discuss the role the BBB is making in Norfolk and Suffolk and to look at ways the LEP can work more closely with the bank.

### **4) Governance, Operations and Finance**

This section provides an update for the board on any key operational matters as well as a headline summary of the LEP’s core finances.

#### **Finance**

The LEP is reporting consolidated accounts on a quarterly basis. The first quarter figures will be April 19 - June 19 and included in the July board paper. There are no extraordinary or unexpected costs to report to May. The LEP received its core funding of £0.5m and £24.6m Growth Deal funding on the 30 April.

The second year £200,000 capacity funding has yet to be received but is anticipated. This is the funding to help assist with the implementation of the LEP review and development of our Local Industrial Strategy.

The LEP’s on-site audit is now complete and is with Price Bailey for partner review. The audit & risk committee are meeting on 1 July 2019 to review the annual financial statements. Subject to this review the accounts will be recommended to the LEP board for approval in July.

#### **Recommendation**

The board is asked to note the contents of the report

## Communications & Engagement May 2019

This dashboard shows outcomes and impact of communication during April 2019 through owned media – the information which we control and issue ourselves – and earned media (third-party outlets). (\*Refers to pre-GDPR numbers)

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

	April 19	May 19	May 18
Number of Twitter followers	7,709 (up 75)	7,765 (up 56)	7,016
Number of clicked links per month	349	180	n/a
Average Twitter engagements per day (likes, retweets etc.)	46.77	52.94	46.4
Number of impressions (number of times users saw our tweet)	74.3K	118.8k	n/a
Number of LinkedIn company page followers	754 (up50)	825 (up83)	263
E-newsletter: open rate	39.18%	37.16%	39.18%
E-newsletter: click-through rate	33.1%	25.13%	17.42%

### Earned media – coverage achieved through third-party outlets

	May 18	May 19
Coverage of our press releases in target media list (EDP, EADT, Lynn News, Ipswich Star, Bury Free Press, BBC, ITV)	100%	100%
Average coverage achieved per press release	3.2 articles	3 articles

### Top Tweet

#### New Anglia LEP @NewAngliaLEP

We are looking to gather qualitative evidence around the Local Industrial Strategy through a number of events. The events are aimed at Businesses & academia's. The next event is Ageing Society & Future Mobility. Click here to see all events & book. <https://bit.ly/303Uqkf>

The top tweet covers gaining evidence around the Local Industrial Strategy. Getting 4,348 Impressions



**New Anglia LEP @NewAngliaLEP**  
Never before has the **#future** of **#energy** been so high on the global agenda. Government has set industry a challenge and we intend to respond. Strategic delivery is vital so **#Norfolk** & **#Suffolk** launch UK's first regional All Energy Industry Council.  
<https://bit.ly/2HsvBGI> @EEEGR  
[pic.twitter.com/ICnNLNpDgA](https://pic.twitter.com/ICnNLNpDgA)

Another top tweet was the Energy Agenda and industry council, this tweet received 4,173 impressions but also 136 engagements

### Media coverage



We have had great coverage across paper, online and interviews.

Coverage including the Unilever and Condimentum confirm long-term partnership, Hempnall roundabout, the launch of the All Energy industry Council and the Norwich in 90.

Chris was also interviewed on the politics show on 19 May.

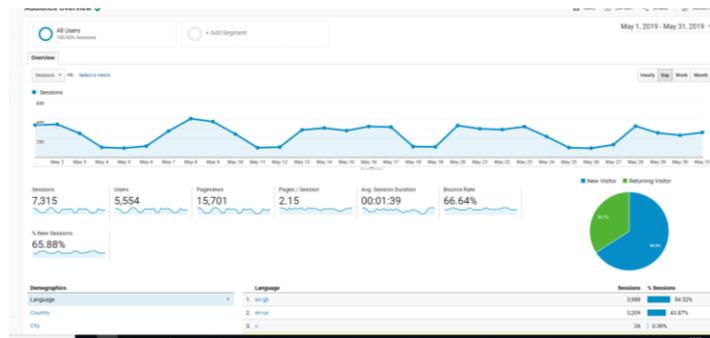
### Public Engagements



The board and executive team attended **40** (6 out of region) engagements during the past month.

This month we also held 4 Local Industrial Strategy events across Norfolk & Suffolk including attending the Suffolk Show where we engaged with a number of businesses.

## Google Analytics



In the last month we had 15,701 unique page views with the top pages being the home page, careers, our team and small grant scheme.

People spend an average of 1 minute 39 seconds on the site.

We had 34.1% number of returning visitors and 65.9% new visitors.

**New Anglia Local Enterprise Partnership Board**  
**Tuesday 25<sup>th</sup> June 2019**

**Agenda Item 10**

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**MIPIM UK Update and Proposal for 2019**

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Author: Julian Munson    Presenter: Julian Munson

**Summary**

This paper presents an update on progress since attendance at the MIPIM UK event in October 2018 and outlines proposals for MIPIM UK 2019.

**Recommendation**

The Board is asked to note the contents of the report and endorse the proposal.

**Background**

Norfolk and Suffolk has been promoted over the past 3 years at MIPIM UK, the Country's largest property and investors exhibition.

The main overall aims and objectives have been;

- Raising awareness of Norfolk and Suffolk's 'Offer to the World' (profiling the inward investment and business location offer)
- Securing investment and development interest in key sites and places (lead generation)
- Relationship building with key decision makers (and intermediaries) in the property and investment market nationally and internationally.

In 2018 significant space was taken for a dedicated exhibition stand at MIPIM UK at Olympia in London with our stand branded as 'The East'.

The strategy last year was around having a more coordinated offer and effective approach to engagement and overall stronger impact in terms of promoting our offer. It was broadly accepted that this was achieved.

A total of 38 investment sites, strategically selected to maximise growth potential across Norfolk and Suffolk, were showcased at the expo including growth areas Great Yarmouth and Lowestoft, King's Lynn, Ipswich, Norwich, and the A11 and A14 corridors.

New Anglia LEP hosted a business reception at the event with key-note speakers including Sir Edward Lister, Chairman of Homes England and John Howard, developer of the Winerack in Ipswich speaking to an audience of potential developers/investors.

## MIPIIM UK 2018 - Impact and Outcomes

Over 125 leads were secured including interest from overseas delegates. All enquiries have been followed up by the LEP and Local Authority partners who attended and supported the event across the two days. For the first time a Smartsheet system was used with enquiries logged centrally by LEP and LA colleagues. The key outcomes are summarised below:

### **General outcomes;**

- Higher profile of and awareness of the commercial and housing development opportunities across Norfolk and Suffolk
- A more cohesive, partnership approach to promoting the area for inward investment
- Stronger relationship with intermediaries such as Department for International Trade
- Greater understanding of positioning and messaging of 'competitor' regions to better inform future marketing activity for Norfolk and Suffolk

### **Specific outcomes (since MIPIIM UK 2018);**

- New Anglia LEP hosted meeting at NRP with intermediary consultant who represents developers/investors with an interest in low carbon commercial and residential development. Introduction made to NRP agent with follow up meeting being arranged.
- New Anglia LEP arranged a follow up meeting with an infrastructure consultancy interested in potential involvement in major infrastructure projects. Head of EZ and Infrastructure Manager engaged.
- Site visit to South Norfolk by a London based fund management arm of an Australian owned capital group.
- Relationship with Chancerygate, one of the UKs largest industrial developers, progressed (from initial contact at MIPIIM UK in 2017). Site visits were arranged during 2017/18 with visits hosted by Norwich City Council and GYBC. The outcome is that Chancerygate have acquired two sites for a total of **£4.7 million** to speculatively develop 36 grade-A units totalled 259,000 sq ft as part of the company's nationwide expansion strategy. The two sites are **Futura Park in Ipswich** (a Space to Innovate EZ site with 19 units proposed) and the Allied Bakery site at **Northern Industrial Estate in Norwich** (17 units proposed). The investment into Norwich was facilitated by Norwich City Council. For Futura Park, Chancerygate made initial contact with agent and landowner *directly*. There has been regular contact by the LEP with Chancerygate to help progress relations and identify other potential sites for future investment.
- Follow up site visits by potential investors/developers to Great Yarmouth and Norwich have been reported by Local Authorities as a direct result of leads generated in 2018
- Developer/investor visit to Great Yarmouth and as a result a bid to acquire a significant, vacant unit in the town centre (in progress)
- Interest from a major pub chain about possible site locations in Suffolk
- Low level discussions with a couple of hotel developers
- Low level discussions with a couple of specialist residential developers
- Discussions with a potential specialist tech space developer
- Ongoing discussions with regeneration consultants engaging Local Authorities to showcase work delivered elsewhere for town centre regeneration projects
- Introductions between Homes England and specific LAs made e.g. Norwich City Council
- Interviews undertaken with 49 delegates (UK and international) at MIPIIM UK 2018 by branding agency to gain feedback on East brand, messaging and perceptions which then helped influence the development of the new Norfolk and Suffolk place branding.

## Assessment of value and impact

Feedback from Local Authorities involved in MIPIM 2018 has been generally positive overall. Those LA officers that have been more proactive since the event that have reported more positive outcomes to date though, in terms of follow up contact with potential investors and developers and hosting visits to the region. It is important to note that the lead times involved from initial contact to investment decision can typically span several months or even years.

The LEP has critically assessed the previous format and approach however and concluded that a change of approach is required, particularly as the exhibition stand costs last year were significant. It has been therefore timely that the organisers of MIPIM UK 2019 have dramatically transformed its format and cost for 2019. This presents an opportunity for a more targeted approach for building relationships and more value for money with the proposal outlined below.

## Proposal for MIPIM UK 2019 – 14-15 October 2019

**Objective:** To launch the new 'Norfolk and Suffolk' Campaign in London (following the 'local launch' in September) and present a clear proposition around immediate investment opportunities to targeted UK and international audiences

**Background:** MIPIM UK 2019 is moving to a new venue (Old Billingsgate, London) and with a revised format. As a result, the cost to the exhibitors is much lower than previous years with smaller exhibition stand options ('information pods') and with a greater focus on corporate hospitality options such as breakfast and lunch sessions. This new format offers a stronger engagement approach (targeted and personalised) and is in line with our strategic approach.

## Proposal

On discussion with the MIPIM organisers, the proposal for MIPIM UK 2019 recommended by New Anglia LEP for 2019 has three main elements and is outlined as follows:

- ✓ **Gold level sponsorship** – involves an Information Pod, a number of access passes and evening passes to Gala dinner, profile on MIPIM website, hanging banner, full page advert, conference session sponsor and a speaker opportunity.
- ✓ **Breakfast hospitality sponsor** – involves the opportunity to promote and host a Norfolk and Suffolk breakfast reception at the venue inviting up to 50 people (potential developers, investors and intermediaries)
- ✓ **Table at the gala dinner on day 2** – Opportunity to invite a select number of targeted VIPs with **10 seats available**

**The overall cost is: £23,990 plus vat (£28,788).** *Note: this excludes cost of accommodation and travel for LEP representatives and excludes cost of design work and additional literature.*

The cost to the LEP (excluding travel and accommodation) is expected to be in the region of £15,000 including VAT (from existing available budget) if sponsorship from Local Authorities can be agreed and there is some allocation of costs against the ERDF Invest East project. *Note this is significantly lower cost than MIPIM UK 2018.*

It is proposed that the Norfolk and Suffolk promotion for MIPIM 2019 is focused on a very small number of site development/investment propositions (up to 5 sites that are available immediately for investment/development) rather than a long list of sites that have varying lead times and greater uncertainty. The relevant District/Borough/City Councils with those specific site investment opportunities may also consider some level of funding support towards the cost of MIPIM UK (subject to further discussion/agreement).

## Recommendation

That this proposal, covering approach, format and costings for MIPIM UK 2019, outlined above, is supported.



**New Anglia Local Enterprise Partnership Board**  
**Tuesday 25<sup>th</sup> June 2019**

**Agenda Item 11**

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**June Programme Performance Reports**

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Author: Programme leads

Presenter: Rosanne Wijnberg

**Summary**

The following reports follow for review by the LEP Board this month:

- Enterprise Zones: Julian Munson (confidential)
- Enterprise Adviser Network : Glen Todd
- Agritech: Rosanne Wijnberg (update included in CEO report)

**Recommendation**

The board is asked to:

- Note the PPR reports

## Enterprise Adviser Network and Careers Hub

### Programme Overview - What is the Enterprise Adviser Network and Careers Hub.

The Enterprise Adviser Network was created and commissioned by the Careers and Enterprise Company which in turn was commissioned by the Department for Education.

The Enterprise Adviser Network consists of eight Enterprise Coordinators and one Enterprise Adviser Manager.

The New Anglia Enterprise Adviser Network is accountable to the LEP Board with direct input from the Skills Board.

With current funding from the Careers and Enterprise Company along with match funding from the LEP the EAN Network and Careers Hub will currently run until August 2020.

- Enterprise Advisers are Senior Business Volunteers recruited to support schools with assisting pupils to experience the work place and have meaningful encounters with employers
- The Careers Hub comprises 32 schools across East Anglia with the aim of all schools achieving all eight Gatsby Benchmarks by Aug 2020. Please see appendix 1 for description of the Benchmarks.

### What is the overall Programme Status?

Finance	Green	Meeting the contract approved Careers and Enterprise Grant Claim which is 50% of the running costs and resources for the EAN.
Outputs	Green	On track to meet its targets for the end of July 2019 and August 2020.
Delivery	Green	The Programme is performing well in terms of delivery with new schools and EA's being brought in to the Network.

### What are our key updates?

- 67 Mainstream and FE Institutes to be matched to an EA by the end of July 2019
- 50% of matched schools to be fully achieving BM5 by the end of July 2019
- 45% of matched schools to be fully achieving BM6 by the end of July 2019

### What is our financial position?

#### Financials (£)

Year	2018 - 2019				2019 - 2020			
	Qtr. 1	Qtr. 2	Qtr. 3 (Sep - Dec)	Qtr. 4 (Jan - Mar)	Qtr. 1 (Apr - Jun)	Qtr. 2 (Jul - Aug)	Qtr. 3 (Sep - Dec)	Qtr. 4 (Jan - Mar)
CEC Grant Claim			£52,200.85	£39,247.70				
LEP Costs			£101,058.23	£81,213.55				
Total								

Funding claims to the CEC are made quarterly.

CEC pay 50% of the EAN and contribute 100% of the Careers Hub Manager Salary. One of the Enterprise Coordinators works 50% of the time on the Lowestoft Rising Project and 50% of his cost is covered by this LR Project

### Outputs

Outputs - To July 2019.	Target - July 2019	End of May 2019	Diff	Notes	Target - July 2020	Notes
Mainstream and FE Schools Signed up to the Network	85	83	-2	By the end of June we will meet this target.	105	
Mainstream and FE Schools matched to an EA	67	63	-4	Currently we have 8 EA's pending that will ensure we meet our matched target.	105	
Matched schools fully achieving BM5 by end of July 2019	50%	39.51%	-10.49%	On track to meet.	70%	
Matched schools fully achieving BM6 by end of July 2019	45%	38.46%	-6.54%	On track to meet.	55%	
Hub Schools matched to an EA fully achieving BM5	55%	43.75%	-11%	On track to meet.	100%	
Hub Schools matched to an EA fully achieving BM6	50%	50.00%	0%	On track to meet.	100%	

### What is the project status?

Overall:	Green →	
EAN Network	Green →	The EAN Network is delivering well and is on track to meet its revised CEC targets.
Careers Hub	Green →	The Careers Hub is on track to meet its targets.

### What are the next steps?

- The recruitment of *Quality EA's* is the priority for the coming months to ensure they are able to deliver meaningful strategic guidance.

**New Anglia Local Enterprise Partnership Board**  
**Tuesday 25<sup>th</sup> June 2019**

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**Agenda Item 12**

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**New Anglia Innovation Board**

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Author: Madeleine Coupe    Presenter: Julian Munson

**Summary**

This paper sets out the refreshed governance arrangements and activity plan for the New Anglia Innovation Board since the tier two review was completed in November 2018.

**Recommendations**

The Board is invited to:  
Note the contents of the report  
Thank David for his contribution over the past 3 years  
Nominate his successor from the LEP Board  
Approve the Innovation Board's Terms of Reference (Appendix A)

**Background**

The Innovation Board was set up in 2015 to provide a focus for decision making and leadership regarding innovation strategy, programme and project development. Since its inception, it has championed a number of initiatives including the Government Science and Innovation Audits and building strategic relationships with national organisations such as Innovate UK and the Smart Specialisation Hub.

As an important foundation of productivity, innovation is at the centre of the Government's Industrial Strategy and a key focus within the Economic Strategy and Local Industrial Strategy. Given this increasing focus, in November 2018 the LEP Board endorsed the continued role of the Innovation Board and approved a review into its Terms of Reference, membership and outputs.

**New Anglia Innovation Board**

At their meeting in February, the Innovation Board approved a new membership, structure, purpose and set of workstreams. The Board's Terms of Reference have been updated to reflect the changes and will shortly be adopted by the group, subject to the LEP Board's endorsement.

The Terms of reference are appended at Appendix 1.

- (i) **Membership:** membership of the Innovation Forum has been extended and now includes representatives from three universities (University of East Anglia, University of Suffolk and Norwich University of the Arts), five innovation hubs (CEFAS, Hethel, Norwich Research Park, Adastral Park and Orbis Energy) as well as an observer from Innovate UK.

- (ii) **Structure:** the Innovation Board approved the proposal to set up an **Innovation Forum**, a bi-annual facilitated session which brings together regional partners to discuss key issues and opportunities. The Forum will provide wider engagement and constructive feedback to the Innovation Board helping to set the strategic objectives and focus. The first Forum will take place on 17<sup>th</sup> June at the John Innes Centre and support the Ideas Foundation of the Local Industrial Strategy.
- (iii) **Purpose:** The Innovation Board has formalised its purpose. It will maintain strategic focus and thought leadership in innovation, on behalf of the main LEP Board and support the delivery of innovation activity outlined in the Economic Strategy & Local Industrial Strategy. It has agreed a set of high-level strategic objectives:
- Norfolk and Suffolk are recognised as a centre for pioneering ideas, meeting the challenges we face globally;
  - Science and innovation are net contributors to the Norfolk and Suffolk economy;
  - A highly skilled workforce equipped with the skills necessary to access the techniques and business practices needed for innovation;
  - Existing assets continue to strengthen and develop into a pan-regional innovation ecosystem.
- (iv) **Workstreams:** In order to successfully deliver on the strategic objectives, a set of workstreams have been defined with activity plans for each in development:
- Evidence Base: develop the evidence we have about innovation activity and its contribution to Norfolk and Suffolk economy.
  - Strategic Projects: improve the innovation infrastructure in Norfolk and Suffolk.
  - Investment in innovation: Increase public and private investment in innovation.
  - Skills for innovation: Assist and develop the best talent for delivering innovation at the scientific, technical and business levels.
  - Cluster Development: support a range of coordinated activities which create-grow-develop-sustain innovation capacity.
  - Community Building: catalyse collaborations and consortia for innovation challenges.
- (v) **Role of Chair:** The Innovation Board's governance states that the Board must be chaired by a member of the main LEP Board. Professor David Richardson, who has chaired the Innovation Board since it was formed in 2015 will be stepping down. The Board are invited to thank David for his contribution over the past few years and nominate his successor.

## Recommendations

The Board is invited to:

- Note the contents of the report
- Thank David for his contribution over the past 3 years
- Nominate his successor from the LEP Board
- Approve the Innovation Board's Terms of Reference

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## **New Anglia LEP Innovation Board**

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### **Terms of Reference**

**Draft for Discussion – May 2019**

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#### **Purpose**

To maintain strategic focus and thought leadership in innovation, on behalf of the main LEP Board and to support the delivery of innovation activity outlined in the Economic Strategy & Local Industrial Strategy

#### **Strategic Objectives**

The Innovation Board has four ambitions for growth, which relate to the Economic Strategy for Norfolk and Suffolk:

- i. Norfolk and Suffolk are recognised as a centre for pioneering ideas, meeting the challenges we face globally
- ii. Science and innovation are net contributors to the Norfolk and Suffolk economy
- iii. A highly skilled workforce equipped with the skills necessary to access the techniques and business practices needed for innovation
- iv. Existing assets continue to strengthen and develop into a pan-regional innovation ecosystem

#### **Responsibilities**

The Innovation Board is a formal Sub-Board of the New Anglia Local Enterprise Partnership Board.

The Innovation Board will:

- Provide the leadership to ensure all partners make their contribution to delivering on the high-level ambitions
- Consider the 'big picture', providing strategic direction to the LEP Executive on matters relating to innovation
- Drive and coordinate activity which delivers the strategic objectives
- Support the development of the Local Industrial Strategy, identifying actions and interventions and best practice for the Ideas foundation of productivity
- Stimulate greater levels of collaboration between university and businesses in the region
- Assess policies, projects and programmes of investment linked to innovation regionally, nationally and internationally, providing guidance to the LEP on how they

relate Norfolk and Suffolk's innovation assets and skills, and identifying any gaps in provision.

- Work with and challenge other initiatives to provide input from an innovation perspective, such as the Cambridge Norwich Tech Corridor, New Anglia LEP subgroups.
- Develop links to other areas with similar capabilities nationally and internationally and help to instigate constructive collaboration
- Champion and provide input into strategic projects and game changing opportunities
- Commission task and finish groups where appropriate and where no other sub-board or committee can fulfil the task.
- Connect to and collaborate with regional and national stakeholders that play a role in delivering innovation, continuing to identify gaps and opportunities.

## **Membership and Appointment**

The Innovation Board will be chaired by a member of the LEP Board and will consist of the leaders of the five main Innovation hubs and universities in Norfolk and Suffolk:

Adastral Park  
Centre for Environment, Fisheries and Aquaculture Science (CEFAS)  
Hethel Innovation Centre  
Orbis Energy  
Norwich Research Park  
University of East Anglia  
University of Suffolk  
Norwich University of the Arts

A representative from Innovate UK will attend Board meetings as an observer.

The board will be supported by the LEP executive.

Board membership will be for a period of three years initially, with an option to be re-appointed. No more than a third of the board will stand down on an annual basis. Board members will be responsible for attending at least three meetings a year. Members failing to take part in at least three successive meetings will have their membership revoked. If unable to attend, Board members are only able to nominate a substitute with prior agreement from the Chair, and by exception only.

In line with LEP policy, Board members are not able to nominate a substitute if unavailable to attend the meeting.

Board members, including co-opted members, or additional observers, are selected by nomination; at least two Board members and the Chair are required to nominate a Board member or observer and final decisions will be made by a majority vote of the Board. Decisions will be based on how well nominated individuals can represent their sector and on ensuring a balance of representation across the Board by geography, size of businesses and sector. Decisions on co-opted members, observers and working party membership will be based on the specialist advice, knowledge and networks required.

The Board may co-opt up to three specialist advisors to support specific project development and delivery.

The Board may invite observers from other LEP groups or interested parties, on a reciprocal basis and for a fixed period of time.

If a vote is required on any matter it will be decided on a simple majority with the chair person having the casting vote.

## **Operations and reporting**

The LEP will provide secretariat support for the Innovation Board. Minutes will be circulated and published in the LEP website no later than two weeks after the meeting has taken place.

The Board will determine the frequency and timing of meetings according to the programme of work required.

## **Attendance of non-members at meetings**

Members of the LEP executive team, sub-boards and committees may also be invited to attend meetings where appropriate.

## **Delegated Authority**

Can hold other groups – including Task and Finish groups – to account. It has the authority to task a sub-board, group or committee to deliver action within the deliver plan.

## **Innovation Forum**

The Innovation Board will convene an open Innovation Forum bi-annually to bring together regional partners.

The Forum will provide wider engagement and constructive feedback to the Innovation Board helping to set the strategic objectives and focus.

## **Managing Conflicts of Interest**

Members of the Board are all representatives of their industry sector or community of interests and have a responsibility to act on behalf of their wider constituency at all times in relation to the work of the LEP Innovation Board.

Members of the board will be asked to complete an annual declaration of their interests which will be held in a register at the LEP office and members will be asked at the beginning of each meeting to declare any conflicts of interest pertaining to the agenda items to be discussed.



**New Anglia Local Enterprise Partnership Board**  
**Tuesday 25<sup>th</sup> June 2019**

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**Agenda Item 13**

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**Operating and HR Policies**

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Author: Charley Purves    Presenter: Rosanne Wijnberg

**Summary**

The LEP executive has been developing and updating the overall policies and procedures for the staffing team, which has included the Modern Slavery and Human Trafficking Statement. Alongside this, the board Diversity Champion, David Ellesmere and Jeanette Wheeler have updated the Equality and Diversity Policy in line with Government requests and a need to strengthen our statement for all LEP activities. Appended to this report are the two policies that require board approval.

**Recommendation**

The board is asked to note the content of this report and endorse the Modern Slavery and Human Trafficking Statement and the Equal Opportunities and Diversity Policy and Statement.

**Background**

Section 54 of the Modern Slavery Act 2015 requires certain organisations to develop a slavery and human trafficking statement each year. The slavery and human trafficking statement should set out what steps an organisation has taken to ensure modern slavery is not taking place in their business or supply chains.

There are certain elements which should be included, with the statement being approved and signed by the directors, then published in a prominent place on the website. Any commercial organisation in any sector, which supplies goods or services, and carries on a business in the UK with a turnover of over £36m, must produce a slavery and human trafficking statement for each financial year.

The LEP has developed its statement in line with guidance and recommendations from government and can be found at Appendix A.

The recent government review of New Anglia Assurance Framework has highlighted the requirement for LEPs to commit to equal gender representation at board level. This requirement has been incorporated into the Equal Opportunities and Diversity Policy. This policy has been strengthened and updated, as well as a statement added to cover equality for all LEP activities.

The Equal Opportunities and Diversity Policy and Statement can be found at Appendix B.

## **Recommendation**

The board is asked to:

- Note the content of this report
- Endorse the Modern Slavery and Human Trafficking Statement
- Endorse the Equal Opportunities and Diversity Policy and Statement

## Modern Slavery and Human Trafficking Statement Financial Year 2018/2019

### Introduction

This statement is made pursuant to Section 54, Part 6 of the Modern Slavery Act 2015 and sets out the steps that New Anglia LEP has taken to ensure that slavery and human trafficking are not taking place within its supply chains or in any part of its business. This statement covers the financial period 1 April 2018 to 31 March 2019.

We recognise that we have a responsibility to take a robust approach to slavery and human trafficking.

New Anglia LEP is absolutely committed to preventing slavery and human trafficking in its corporate activities, and to ensuring that its supply chains are free from slavery and human trafficking.

### Organisational Structure and Supply Chains

This statement covers the activities of New Anglia Local Enterprise Partnership. Based in Norwich, with an office in Ipswich, and is a company limited by guarantee. With a non-executive board of 18 and an executive team of 55 people, we work closely with local authorities and local businesses to drive growth and enterprise across Norfolk and Suffolk.

### Relevant Policies

New Anglia operates the following policies that describe its approach to the identification of modern slavery risks and steps to be taken to prevent slavery and human trafficking in its operations:

- *Whistleblowing Policy* – the organisation encourages all its workers, customers and other business partners to report any concerns related to the direct activities, or the supply chains of, the organisation. This includes any circumstances that may give rise to an enhanced risk of slavery or human trafficking. The organisation's whistleblowing procedure is designed to make it easy for workers to make disclosures, without fear of retaliation.
- *Standards of Conduct Policy* – the organisation's standards make clear to employees and board members the actions and behaviour expected of them when representing the organisation. The organisation strives to maintain the highest standards of employee and board member conduct and ethical behaviour when operating abroad and managing its supply chain.
- *Legal Working Policy* – the LEP takes appropriate steps to ensure the people it employs are working legally and to ensure the organisation is working within the law. Checks are carried out on all applicants employed to confirm they are legally allowed to work in the UK, with checks on appearance of the individuals, dates supplied and genuine documentation.

## **Appendix A**

### **Risk Assessment and Due Diligence**

We maintain a principal risk register which is reviewed monthly by the Management Committee. This risk register is used to identify areas of concern and to agree mitigating actions.

We work closely with our supply chain and build long-standing relationships in order to further reduce risk. We expect our suppliers to adhere to the requirements of the Modern Slavery Act 2015 and act to identify and prevent slavery or human trafficking in their own supply chains.

### **Training and Awareness**

To ensure a high level of understanding of the risks of modern slavery and human trafficking in our supply chains and our business we provide guidance and training to our staff. We encourage employee engagement, communication and the ability of an employee to raise concerns or grievances.

### **Board Approval**

This statement has been approved by the board of directors, who will review and update it annually.

**Chairman's signature:**

**Chairman's name:** Doug Field

**Date:**

## **Workforce Equal Opportunities and Diversity Policy**

### **Employees, Volunteers, Contractors, Secondees & Board Members**

#### **Introduction**

This policy sets out New Anglia's commitment to equality and diversity in the workplace and across its panels, committees, programmes and on its Board of Directors. A separate policy exists to explain and promote New Anglia's commitment to equality and diversity in the work it does in the New Anglia LEP area and the programmes it runs.

Equality is enabling opportunity, access, participation and contribution on a fair and equal footing, creating a level playing field and ensuring that different groups are not disadvantaged or discriminated against when accessing employment, volunteering or participating in New Anglia programmes, panels and on its Board of Directors. Diversity is about the individual, understanding that each of us is different and making sure we respect and celebrate the variety of backgrounds, perspectives, values, and beliefs.

The LEP actively encourages the employment, promotion and training of employees and potential employees from all sectors of the community and values the different skills, ideas and opinions that a diverse workforce can offer.

#### **Policy Aims**

This policy aims to:

- set out the LEP's approach to equal opportunities and the avoidance of discrimination in the workplace
- support the elimination of unlawful discrimination in employment and the workplace
- promote equality of opportunity and diversity in employment and the LEP workplace
- ensure that those working or volunteering with the LEP are clear about the LEP's commitment to equal opportunities and diversity
- explain the relevant procedures the LEP will implement in relation to equal opportunities management.

#### **Our Policy**

New Anglia LEP is committed to promoting equal opportunities and diversity in employment and in the extended workplace which it operates. It aims to ensure and where possible advance equal treatment of employees and applicants for jobs, offices and voluntary positions on its panels, boards and programmes. Equality and diversity considerations will underpin recruitment and selection, promotion, pay and benefits and training and development.

The Equality Act 2010 makes it unlawful to discriminate against people because of any of the nine 'protected characteristics'. This extends to direct or indirect discrimination and harassment because of:

- age
- disability (including mental health)
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race (including ethnic origin, colour, nationality or national origin)
- religion or belief (including philosophical belief)
- sex
- sexual orientation

## **Appendix B**

**All employees, officers, volunteers, secondees and contractors of the LEP must not unlawfully discriminate against or harass other people in the course of their work for the LEP, including current and former employees, job applicants and officers.**

All employees and officers at all levels are encouraged to act fairly and appropriately and prevent and report unlawful discrimination and harassment.

### **Our Procedures**

#### **Recruitment and Promotion**

The LEP will aim to ensure that advertisements for posts give sufficiently clear and accurate information to enable potential applicants to assess their own suitability for the post. Job descriptions and specifications for posts will include requirements that are necessary and justifiable for the effective performance of the job.

The LEP reserves the right to recognise merit and reward individuals with promotion in a fair manner. All employees will be considered on their merits (with reasonable adjustments made where required) for career development and promotion with equal opportunities for all.

Information about vacant posts will be as widely disseminated as is practicable in order to encourage a diverse response and reach as many sectors of the community as is possible. Vacancies will also be circulated internally.

Candidate selection will be conducted against defined criteria and will focus on the applicant's suitability for the job. Where it is necessary to ask questions relating to personal circumstances, these will be related purely to job requirements and asked of all candidates.

No questions in relation to health will be asked of the applicant prior to a job offer being made. However, candidates and employees are encouraged to be clear when they require help or assistance or adjustments to be made to enable them to interview or be assessed fairly for a post or a promotion and also expressly make clear what help or adjustments they might need to carry out any of the requirements of a post or position. The LEP will endeavour to comply with its legal obligations under the disability discrimination provisions of the Equality Act and welcomes applicants with disabilities.

#### **Employment**

The LEP will not unlawfully discriminate because of any protected characteristics in the allocation of duties between employees employed at any level with comparable job descriptions.

The LEP will put in place any reasonably practicable measures and/or adjustments within the workplace for those employees who become disabled during employment or for disabled appointees. Staff who become disabled are encouraged to inform the LEP about their condition so appropriate support can be given. All employees are encouraged to discuss their career prospects, training needs and any reasonable adjustments required on a regular basis with their manager.

Requests for part-time work or other types of flexible working can and should be made without fear and part-time and fixed-term staff shall be treated no less favourably than comparable full-time or permanent members of the workforce.

Pregnant employees or those on maternity leave or returning from maternity leave will not be subject to unlawful discrimination. Reference should be made to the LEP Maternity Policy and other 'family friendly' policies for information about the rights and responsibilities related to pregnant employees and parents.

## Appendix B

This policy does not form part of any employee's contract of employment and it may be amended at any time.

### Board and Sub-Committees

New Anglia is committed to ensuring a diverse representation on our Board and Sub-Committees and panels which reflects the local business community. Selection for the Board and any Sub-Committee or panel will be in line with our Assurance Framework and Articles of Association.

The LEP is expected by Government to ensure that at least a **third of its main Board members are female by 2020 and that there is equal representation by 2023**. The LEP has no formal control over the appointment of its public sector Board members who sit as a result of democratic elections as leaders of various councils or in their capacity as leaders of further or higher education institutions. However, the LEP is committed to endeavouring to do all it reasonably and legally is able to do to meet Government expectations in this regard.

Board member vacancies are advertised widely and Board members are appointed on the basis of their skills, knowledge (including sector knowledge and representation) and their ability.

Sub-Committee member selection and panel membership is based on the skills, knowledge and experience required for the relevant role/post.

### Visitors and Suppliers

Employees must not discriminate against any of visitors or suppliers. Equally, the LEP expects visitors and suppliers not to discriminate against employees and the LEP will take appropriate action against any visitor or supplier found to have done so.

### Employee Rights and Responsibilities

Employees have the right not to experience unlawful discrimination in the workplace. They have a responsibility to understand this policy and help the LEP implement it.

All employees have a duty not to discriminate against each other and not to help anyone else do so. Staff who are uncomfortable with another employee's behaviour are encouraged, where they feel able to, to ask them to stop and explain that they are uncomfortable with the behaviour.

All staff, volunteers, secondees and contractors are encouraged to report any concerns relating to unlawful discrimination in accordance with this policy. All managers should lead by example and set an appropriate standard of behaviour.

### When Discrimination Arises – reporting concerns

If an employee, officer, secondee, volunteer or contractor believes they may have been discriminated against or harassed, they should advise the LEP without delay. They can speak informally or write to their line manager (where there is one) or with HR or the Chief Operating Officer as appropriate.

If an employee wishes to make a more formal complaint of discrimination or harassment they are encouraged to raise the matter in writing through the *Grievance Policy*.

Employees who make allegations of discrimination or harassment in good faith will not be victimised or treated less favourably as a result. However, false allegations of a breach of this policy which are found to have been made in bad faith may be dealt with under the *Disciplinary Policy*.

## **Appendix B**

### **Dealing with allegations of unlawful discrimination**

Allegations of potential breaches of this policy will be treated seriously. The LEP will conduct a reasonable and proportionate investigation into allegations of discrimination and harassment. Confidentiality will be respected so far as possible but those alleged to be responsible for any discriminatory or harassing behaviour will usually need to be given the opportunity to reply to any allegations and for due process to be followed before decisions can be made.

If, after investigation, it is decided an employee is found on balance to have acted in an unlawfully discriminatory manner they may be subject to disciplinary action up to and including dismissal. This applies to the most senior levels of management as well as to all other employees.

Contractors, volunteers and officers who are determined after reasonable investigation to have breached this policy or acted in a discriminatory way may be informed that their services are no longer required and may be asked to step down from any board, sub-committee or panel or other position they hold within the LEP sphere of influence.

Secondees can expect their employer to be informed of any allegations of concern which will then be dealt with by the employer accordingly.

Records of equal opportunities matters will be retained and kept confidential so far as possible save that statistics which cannot be attributed to any named individual will be shared with the Board and others where appropriate including to monitor the LEP's progress on promoting and sustaining equal opportunities and diversity.

### **Responsibilities**

The Board of the New Anglia LEP has overall accountability for the effective operation of this policy and for ensuring the LEP fulfils its role in addressing diversity issues by promotion of this policy and delivering equality of opportunity. The Chief Operating Officer of the LEP is the lead officer responsible for the day to day operation and implementation of this policy.

Every individual working for the LEP has a responsibility for their own behaviour and ensuring that they participate in the promotion of equality and diversity within the organisation.

### **Monitoring and Reporting**

The Board will receive an annual report detailing the LEP's progress on promoting and sustaining equal opportunities and diversity over the past year and will agree an action plan for how this can be further improved over the next year.

## **Appendix B**

### **Appendix 1**

#### **Definitions/explanations of what constitutes unlawful discrimination;**

**Direct discrimination occurs when someone is treated less favourably than another person because of a protected characteristic.**

**Indirect discrimination occurs where a policy, provision, rule or practice at work applies to everyone but has a disproportionate impact on people with a protected characteristic which cannot be justified as a proportionate means of achieving a legitimate aim.**

**Harassment is unlawful if it is unwanted conduct of a sexual nature or related to another protected characteristic which has the purpose or effect of violating dignity or creating a hostile, intimidating, degrading, humiliating or offensive environment.**

**Victimisation is retaliation or bad treatment because the person has performed a protected act. A protected act includes bringing proceedings under the Equality Act, giving evidence in connection with such proceedings and making an allegation that a person has contravened the Equality Act.**

**Associative discrimination is discrimination against a person because they have an association with someone with a particular protected characteristic.**

**Perceptive discrimination is discrimination against a person because the discriminator thinks the person possesses a protected characteristic, even if they do not in fact do so.**

**Discrimination arising from a disability is where a person with a disability is treated unfavourably because of something arising in consequence of the person's disability.**

**The duty to make reasonable adjustments arises when a provision criterion or practice of an employer puts a disabled person at a substantial disadvantage in comparison to persons who are not so disabled. Such adjustments or steps are aimed at avoiding that disadvantage.**

## Appendix B

### Equal Opportunities and Diversity STATEMENT Relating to the activities of the New Anglia LEP

Diversity and equality issues impact everyone in the New Anglia area and we are committed to promoting and supporting equality and diversity in the services provided and the work undertaken by the LEP. Accordingly, equality and diversity are important considerations in all of our activities.

The New Anglia LEP aims to drive inclusive business growth in partnership with businesses, local authority partners and education institutions. In doing so New Anglia LEP will endeavour not to do anything that constitutes discrimination, harassment or victimisation in exercising its functions.

Equality is enabling opportunity, access, participation and contribution on a fair and equal footing, creating a level playing field and ensuring that different groups are not disadvantaged when accessing employment, volunteering or participating in public life in the New Anglia area. Diversity is about the individual, understanding that each of us is different and making sure we respect and celebrate the variety of backgrounds, perspectives, values, and beliefs.

New Anglia and its Board will engage with its stakeholders and endeavour to be as inclusive and transparent in its communications as possible and will actively work to ensure that our service provision is appropriately accessible to all constituencies in the LEP area.

We will also endeavour to meet our obligations under the Public Services Social Value Act 2012, which requires people who commission, or buy, public services to consider securing added economic, social, environmental and well-being benefits for their local area. We will work with our partners to ensure that project development, commissioning and tendering procedures support the principles of advancing equality of opportunity between people in our target groups and advancing the elimination of unlawful discrimination, harassment and victimization.

The LEP is expected by Government to ensure that at least a third of its main Board members are female **by 2020 and that there is equal representation by 2023**. The LEP has no formal control over the appointment of its public sector Board members who sit as a result of democratic elections as leaders of various councils or in their capacity as leaders of further or higher education institutions. However, the LEP is committed to endeavouring to do all it reasonably and legally is able to do to meet Government expectations in this regard. Board member vacancies are advertised widely and Board members are appointed on the basis of their skills, knowledge (including sector knowledge and representation) and their ability.

Any person who feels they have been discriminated against or wishes to report any concerns in relation to equality, diversity or discrimination in respect of the LEP and its services, functions or activities should write to the Chief Operating Officer, Rosanne Wijnberg; email: [rosanne.wijnberg@newanglia.co.uk](mailto:rosanne.wijnberg@newanglia.co.uk).

## New Anglia LEP Board Forward Plan – 2019

Date	Venue	Forward Looking	Governance & Delivery
30 <sup>th</sup> January	The Innovation Centre, University of Suffolk	<ul style="list-style-type: none"> <li>• Aims and Objectives for the Year</li> <li>• Place Branding update</li> <li>• Brexit</li> </ul>	<ul style="list-style-type: none"> <li>• Election of deputy chair</li> <li>• New Anglia LEP Diversity Champion</li> <li>• Amendments to Committee Terms of Reference</li> <li>• Growth Programme and Enterprise Zones Performance Report</li> <li>• NAC Bi-Annual Report</li> <li>• Remuneration Committee Update</li> </ul>
27 <sup>th</sup> February	The Ideas Factory, Norwich University of the Arts	<ul style="list-style-type: none"> <li>• Place Branding in Norfolk &amp; Suffolk presentation</li> <li>• Brexit</li> <li>• Local Industrial Strategy</li> <li>• All Energy Industry Council</li> </ul>	<ul style="list-style-type: none"> <li>• Private Sector Board Appointments</li> <li>• Economic and Programme Dashboards</li> <li>• Growth Deal Performance Report</li> </ul>
27 <sup>th</sup> March	Birketts Solicitors, Ipswich		<ul style="list-style-type: none"> <li>• Delivery Plan</li> <li>• 2019/2020 Budget</li> <li>• ESIF strategy amendments</li> <li>• Capital Growth Programme Call</li> <li>• LEP Local Assurance Framework</li> <li>• Amendments to Articles of Association</li> <li>• Enterprise Zones and Agritech Performance Reports</li> </ul>
<b>April</b>			
<b>No Board Meeting</b>			
23 <sup>rd</sup> May	King's Lynn Town Hall	<ul style="list-style-type: none"> <li>• Growth Hub</li> </ul>	<ul style="list-style-type: none"> <li>• Growth Programme and Growth Deal Performance Reports</li> <li>• Economic and Programme Dashboards</li> <li>• EZ Norwich Research Park Proposal</li> <li>• Capital Budget 19/20</li> <li>• South East Energy Hub</li> </ul>
25 <sup>th</sup> June	University of Suffolk, Ipswich, Suffolk	<ul style="list-style-type: none"> <li>• LEP Programme Beneficiaries</li> <li>• Enterprise Advisor Network</li> </ul>	<ul style="list-style-type: none"> <li>• GE Update Report</li> <li>• MIPIM Update and Proposal for 2019</li> <li>• Agritech, Enterprise Zones and EAN Performance Reports</li> <li>• Innovation Board Chair Appointment</li> <li>• LEP Operating and HR Policy Updates</li> </ul>
23 <sup>rd</sup> July	Norwich Castle, Norfolk	<ul style="list-style-type: none"> <li>• Climate Change Adaptation and Carbon Reduction Strategy</li> <li>• Skills Sector Update</li> </ul>	<ul style="list-style-type: none"> <li>• Draft accounts</li> <li>• Pipeline Call</li> <li>• Growth Programme Performance Report</li> <li>• NAC Bi-Annual Report</li> <li>• Finance Report</li> </ul>
<b>August</b>			
<b>No Board Meeting</b>			
25 <sup>th</sup> September	Kesgrave Hall, Suffolk	<ul style="list-style-type: none"> <li>• Housing</li> <li>• Enterprise Zone Update</li> </ul>	<ul style="list-style-type: none"> <li>• VCS</li> <li>• Enterprise Zones Performance Report</li> <li>• Economic and Programme Dashboards</li> <li>• Growth Deal Performance Report</li> </ul>
25 <sup>th</sup> September	Kesgrave Hall, Suffolk	New Anglia LEP AGM	
30 <sup>th</sup> October	Norfolk	<ul style="list-style-type: none"> <li>• Infrastructure</li> <li>• Cambridge – Norwich Tech Corridor Update</li> </ul>	<ul style="list-style-type: none"> <li>• Growth Programme Performance Report</li> <li>• Agritech Report</li> <li>• Finance Report</li> </ul>
27 <sup>th</sup> November	Adastral Park, Suffolk	<ul style="list-style-type: none"> <li>• Local Industrial Strategy Sign Off</li> <li>• Inward Investment Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Economic and Programme Dashboards</li> <li>• Growth Deal Performance Report</li> </ul>
<b>December</b>			
<b>No Board Meeting</b>			

### Standing Items

- Brexit
- Local Industrial Strategy
- Place Branding
- Chief Executive's Report including updates on
  - Programmes
  - Strategy
  - Engagement and promotion
  - Governance, Operations and Finance
- Board Forward Plan

### Items to be Scheduled

- UK Shared Prosperity Fund
- Industry Councils
- Innovative Funding