

New Anglia Local Enterprise Partnership Board Meeting

Wednesday 30th January 2019

10.00am to 12.30pm

The Seminar Room, The Ipswich Waterfront, Innovation
Centre, University of Suffolk, Ipswich, IP4 1QJ

Agenda

No.	Item	Duration
1.	Welcome from the Chair	20 mins
2.	Apologies	
3.	Welcome from University of Suffolk Vice-Chancellor	
4.	Declarations of Interest	
5.	Actions / Minutes from the last meeting	
Forward Looking		60 mins
6.	Aims and Objectives for the Year	Presentation
7.	Place Branding	Update
8.	Brexit	Update
Break		10 mins
Governance and Delivery		60 mins
9.	New Anglia LEP Diversity Champion	For Approval
10.	Election of Deputy Chair	For Approval
11.	Amendments to Committee Terms of Reference	For Approval
12.	Chief Executive's Report	Update
13.	January Performance Reports including Confidential Reports	Update
14.	Finance Report including Confidential Appendices	Update
15.	Board Forward Plan	Update
16.	Any Other Business	
17.	Remuneration Committee Update	Update

Next Meeting: 10.00am – 12.30pm, 27th February 2019

Venue: The Ideas Factory, Cavendish House, St Andrews St, Norwich NR2 4AEV

New Anglia Board Meeting Minutes (Unconfirmed)
21st November 2018**Present:**

David Ellesmere (DE)	Ipswich Borough Council
Doug Field (DF)	East of England Coop
Matthew Hicks (MH)	Suffolk County Council
Dominic Keen (DK)	High Growth Robotics
William Nunn (WN)	Breckland District Council
Steve Oliver (SO)	MLM Group
Andrew Proctor (AP)	Norfolk County Council
Johnathan Reynolds (JR)	Nautilus
Lindsey Rix (LR)	Aviva
Sandy Ruddock (SR)	Scarlett & Mustard
Nikos Savvas (NS)	West Suffolk College
Tim Whitley (TW)	BT
Jeanette Wheeler (JW)	Birketts

Attendees

Gail Harris	Norwich City Council (For Alan Waters)
Vince Muspratt (VM)	Norfolk County Council
Sue Roper (SuR)	Suffolk County Council
Chris Dashper (CD)	New Anglia LEP (For Items 8)
Ellen Goodwin (EG)	New Anglia LEP (For Item 5)
Chris Starkie (CS)	New Anglia LEP
Rosanne Wijnberg (RW)	New Anglia LEP
Helen Wilton (HW)	New Anglia LEP

Actions from the meeting: (21.11.18)		
Infrastructure For the LEP team to ensure that links are progressed with other sub-national transport bodies		EG RW RW NS
Performance Reports To receive clarification on the Dashboard outputs and RAG status		
Finance Report To receive further detail on the receipt of loan repayments and interest receipts		
AOB A summary of achievements to be circulated to Board members to assist with promotion of educational achievements		
1	Welcome from the Chair	
Doug Field (DF) welcomed everyone to the meeting including Gail Harris who was deputising for Alan Waters.		
2	Apologies	
Apologies were received from Alan Waters, David Richardson and John Griffiths.		
3	Declarations of Interest	
Full declarations of interest can be found at http://www.newanglia.co.uk/about-us/the-board/ . None		
4	Minutes of the last meeting 18th October 2018	
The minutes were accepted as a true record of the meeting held on 18 th October 2018.		
5	Infrastructure	
<p>Ellen Goodwin (EG), Infrastructure Manager for the LEP, provided the meeting with an update on the infrastructure strategy and ongoing delivery highlighting the fact that infrastructure improvements are critical to achieving the ambitions of the Norfolk and Suffolk Economic Strategy.</p> <p>The meeting discussed the importance of linking with and influencing the work of other key sub-national transport bodies such as England’s Economic Heartland given that their priorities will not always be the same.</p> <p>Matthew Hicks (MH) advised that Norfolk, Suffolk & Essex had been invited to join England’s Economic Heartland and had chosen to have observer status at this stage with 2 places on the body with the option to join in full at a later date.</p> <p>Jeanette Wheeler (JW) noted the importance of infrastructure to businesses when considering relocation to the area and proposed highlighting the main infrastructure projects on the web site.</p> <p>Steve Oliver (SO) asked for an update on the major bridge building projects in Suffolk. MH advised that the Lowestoft bridge was proceeding as planned however the Orwell Crossings currently faced a £43m shortfall which the Council is unable to fill. Discussions are ongoing with Government to address this with a decision to be taken by the end of December.</p> <p>SO noted that, if the project did not continue, then a clear communications strategy would be required given the LEP’s £2m investment.</p> <p>Tim Whitley (TW) asked if links had been set up to connect Felixstowe port with other national areas such as the Northern Powerhouse who rely on the ports for receiving goods from Europe.</p> <p>EG advised that New Anglia LEP had convened a LEP Network Ports & Logistic Group to look at wider ports issues collectively.</p>		

	<p>Johnathan Reynolds (JR) noted the national significance of the energy infrastructure in the region and the importance of emphasising this.</p> <p>David Ellesmere (DE) suggested producing high level details of the LEP's delivery objectives.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> • To note the content of the presentation • To receive a regular high-level summary of projects by theme including next steps and objectives. • For the LEP team to ensure that links are progressed with other sub-national transport bodies 	<p>EG</p> <p>EG</p>
6	Tier 2 Review	
	<p>Chris Starkie (CS) reviewed the work carried out to date as part of the Tier 2 Review and the proposals relating to the advisory boards covering transport, skills, innovation, inward investment and sectors.</p> <p>The recommendations are detailed as follows:</p> <p>Skills Board – For the LEP Board to endorse the continuation of the LEP Skills Board in its current form and its terms of reference to be amended to bring it into line with the main Board.</p> <p>Local Transport Body and Local Transport Board – To amalgamate the Local Transport Body and Board into a single forum, the Transport Implementation Group, which will focus on implementing the Norfolk and Suffolk Integrated Transport Strategy. Further work will be carried out to determine the required composition, membership and name of this group and produce appropriate Terms of Reference, ensuring it aligns with other bodies in the second tier Governance review.</p> <p>New Anglia LEP Innovation Board - For the LEP Board to endorse the continuation of the Innovation Board in its current form and for a review into its Terms of Reference, membership and outputs to be carried out.</p> <p>International and Inward Investment Sub-Group – For a review of the aims, objectives and terms of reference of the International and Inward Investment Sub-group to be carried out.</p> <p>Sector Groups – Given the range of approaches across the sector boards it is recommended to standardise the approach and develop common TOR for a group which focusses on the leadership and promotion of the sector and improves accountability to the LEP Board.</p> <p>Where the group is part of a membership organisation, this will mean creating a separate sector group to focus on the leadership and coordination of the sector.</p> <p>MH asked for reporting back from the other Boards to be built into the Board Forward plan providing regular reporting to the LEP Board.</p> <p>The meeting discussed the complexities of the various sub-groups and the issues faced in ensuring that they were aligned.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> • To note the contents of the paper. • To accept the recommendations as detailed above. • To receive a future paper from both the Innovation Board and the International and Inward Investment Sub-Group following the review their own TORs • To require LEP sector groups to develop common Terms of Reference focusing on the leadership and promotion of the sector 	

	<ul style="list-style-type: none"> • That sector groups need their own governance distinct from membership bodies • To receive regular reports from all Sector groups 	
7	LEP Board Governance	
	<p>CS presented the paper proposing the process for the appointment of the deputy chair in order to comply with the LEP Review requirements.</p> <p>CS confirmed that Government had confirmed that the deputy chair must be from the private sector which now included Board members from the Education sector although anyone deputising for these Board members would not be able to act deputy chair.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> • To note the contents of the paper • To adopt the process for the appointment of the deputy chair 	
8	Enterprise Zone Accelerator Project – Confidential	
9	Brexit	
	<p>CS reviewed the paper detailing the ongoing work on Brexit which is currently focussing on delivering intelligence to businesses.</p> <p>CS noted that Brexit is not currently being raised to the Growth Hub as a key issue therefore SMEs will be contacted proactively to ascertain their concerns.</p> <p>JW advised that there was a lot of anecdotal evidence which needed to be captured as part of the questionnaire.</p> <p>It was clarified that the LEP was signposting to information collated by a wide variety of organisations and was not providing advice to businesses as this is a specialist field.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> • To note the content of the report 	
10	Chief Executive's Report	
	<p>CS presented his report to the Board and asked for questions.</p> <p>CS confirmed that the Annual LEP Performance Review was taking place in January and preparatory work was ongoing. Declarations of Interest had been issued for review and CS asked Board Members to return them as soon as possible in order for them to be updated on the web site.</p> <p>Board members were advised that the National Assurance Framework had been received and the LEP team are working to ensure everything is in place by the end of March.</p> <p>Engagement with individual businesses – confidential</p>	

The Board agreed:		
<ul style="list-style-type: none"> To note the content of the report 		
11	November Programme Performance Reports	
<p>RW presented the report included in the meeting pack and advised that Johnathan Rudd had been appointed as the Growth Deal Manager.</p> <p>The Board was advised that to date 30 enquiries have been received for the latest capital projects call which would usually result in approximately 15 applications. Appraisals will take place following the closure of the call in January.</p> <p>LR asked whether the rating of green on the Government dashboard was correct given the outputs achieved to date. RW advised that the outputs would be realised in stages and not in a smooth delivery therefore the status reflected the expectation of future deliveries. The meeting discusses this further and agreed that the figures did not appear to reflect the RAG status allocated.</p> <p>RW advised that the Economic Dashboards use proxy indicators and provided an overview of the trends and outputs.</p> <p>CS stated that the delay to achieving the Housing outputs would be resolved when the Winerack was delivered.</p> <p>CD noted that there was a difference in outputs between the LEP dashboard and the Government one as the Government does not recognise indirect outputs.</p> <p>DF suggested adding comments which would provide details of key projects which would lead to the delivery of the targets and therefore reflect the Green rating.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> To note the content of the reports To receive clarification on the Dashboard outputs and RAG status. Once received approve the submission of the Government Dashboard To add commentary on future reports 		RW
12	Finance Report	
<p>RW reviewed the finance report and detailed any key variances.</p> <p>LR asked where loan repayments would appear in the accounts provided. CS advised that they would not be in this Profit and Loss statement as this was the LEP's operational budget..</p> <p>The meeting discussed the visibility of interest receipts and loan payments asked for clarification on the reporting of such items.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> To note the content of the report To receive further detail on the receipt of loan repayments and interest receipts 		RW
13	Board Forward Plan	
<p>CS reviewed the Forward Plan and asked for suggestions for agenda items from the Board.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> To note the content of the plan 		
14	<p>Any Other Business</p> <p>Nikos Savvas (NS) – advised that Suffolk One has been rated as BTEC College of the year, has repaid its debts and is now full and is rated as 3rd among collages across the county.</p> <p>NS also advised that Apple would be visiting the region and are interested in participating in the Festival of Learning.</p>	

	Action: A summary of these ratings is to be circulated to Board members to assist with promoting the achievements – NS
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Next meeting:

Date and time of next meeting: 10.00am – 12.30pm, 30th January 2019

Venue: The Seminar Room, The Innovation Centre, University of Suffolk, Ipswich, IP4 1QJ

Actions from New Anglia LEP Board Meetings

Date	Item	Action	Update	Actioned By	Status
23/11/2018	Infrastructure	For the LEP team to ensure that links are progressed with other sub-national transport bodies	Ongoing	EG	On-Going
23/11/2018	Performance Reports	To receive clarification on the Dashboard outputs and RAG status	Clarification has been issued to Board members	RW	Complete
23/11/2018	Finance Report	To receive further detail on the receipt of loan repayments and interest receipts	After discussion with Lindsey Rix further consideration will be given to providing a briefing session to Board members on 2019/20 funding.	RW	On-Going
21/02/2018	Economic Indicator Trajectories and Targets:	To receive a paper on CO2 reductions for consideration of inclusion in the economic strategy targets	Work is ongoing in conjunction with the UEA	CS/JR	On-Going

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

Date	Decision Making Body*	Decision Made
05/12/2018	Growing Business Fund Panel	The Panel approved the following applications: <ul style="list-style-type: none"> • Spectra Packaging Limited - Agreed to support Approved Grant: £74,486 under <i>De Minimis</i> • Stephen Walters & Sons Limited - Agreed to support Approved Grant: £118,049 under <i>De Minimis</i>
21/11/2018	LEP Board	The Board Made the following decisions: Tier 2 Review To accept the recommendations as detailed above. To receive a future paper from both the Innovation Board and the International and Inward Investment Sub-Group following the review their own TORs To require LEP sector groups to develop common Terms of Reference focusing on the leadership and promotion of the sector That sector groups need their own governance distinct from membership bodies To receive regular reports from all Sector groups LEP Board Governance To adopt the process for the appointment of the deputy chair Enterprise Zone Accelerator Project – Confidential November Programme Performance Reports To receive clarification on the Dashboard outputs and RAG status. Once received approve the submission of the Government Dashboard To add commentary on future reports Finance Report To receive further detail on the receipt of loan repayments and interest receipts
21/11/2018	Investment Appraisal Committee	The IAC made the following decisions: Hawk and Owl Trust Growing Places Fund grant request- Confidential Southwold Hospital Growing Places Fund grant request- Confidential Alchemie Growing Places Fund loan request- Confidential
13/11/2018	Investment Appraisal Committee	The IAC made the following decisions: Nar Ouse Enterprise Zone Investment – Confidential MSF Growing Places Fund request – Confidential
07/11/2018	Growing Business Fund Panel	The Panel approved the following applications: Condimentum Limited - Agreed to support Approved Grant: £391,350 Optima Stainless Limited (considered and approved by email in October) Agreed to support Approved Grant: £265,300 amended to £264,900 Fourteen full-time jobs to be created.
18/10/2018	LEP Board	The Board Made the following decisions: LEP Review

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

		<p>To maintain its existing approach to the recruitment of its chair. To appoint a deputy chair by February 28th 2019. To amend the LEP's articles of association to class education members as private sector. To amend the LEP's articles of association to increase the number of private sector board members to 12. To amend the articles of association to allow education sector board members to send deputies to board meetings To work towards increasing the female representation amongst private sector board members</p> <p>Capital Growth Programme Call To approve the launch of a focused call on Skills, Innovation and Productivity, to allocate the remaining £19m of the Capital Growth Programme</p> <p>Innovative Projects Call To approve the specification and launch of a call for innovative growth projects to be supported through EZ Pot C income To approve the eligibility framework</p> <p>Eastern Agritech Report To approve the continuation of the programme in partnership with the Cambridge and Peterborough Combined Authority, providing a financial contribution of £1m towards the programme in 2018/19 under the terms laid out in the report</p>
18/10/2018	Investment Appraisal Committee	<p>The IAC made the following decisions: Albert Bartlett Growing Business Fund Grant Request – Confidential MSF Growing Places Fund bridging loan request – Confidential Nar Ouse Enterprise Zone Investment - Confidential</p>
19/09/2018	LEP Board	<p>The Board Made the following decisions: Economic Strategy Delivery Plan To adopt the concept of developing Game Changers. That the ESDCB should also coordinate development of the Local Industrial Strategy</p> <p>Local Industrial Strategy To agree the approach to developing the Local Industrial Strategy</p> <p>LEP Review To agree the LEP submission on geography</p> <p>Programme Performance Reporting To approve the reporting cycle with the inclusion of NAC To approve the reporting template</p> <p>September Programme Performance Reports To approve the Growth Deal Quarterly Dashboard</p>
19/09/2018	Investment Appraisal Committee	<p>The IAC made the following decisions: Capital Growth Programme Autumn Call To recommend to the LEP Board that the recommendations in the paper should be supported and the call launched after the October LEP board meeting Revenue Budget Framework To recommend to the LEP Board that the recommendations in the revenue paper should be supported and the call launched after the October LEP board meeting</p>
06/09/2018	Investment Appraisal Committee	<p>The IAC made the following decisions: Rouen House Grant Variation - Confidential</p>
05/09/2018	Growing Business Fund Panel	<p>The Panel approved the following applications:</p> <ul style="list-style-type: none"> • Zedbox UK Limited - Agreed to support <p>Approved Grant: £120,000</p>

New Anglia Local Enterprise Partnership Board
Wednesday 30th January 2019

Agenda Item 8

Brexit

Author: James Allen Presenter: Chris Starkie

Summary

The LEP's role in assisting businesses pre- and post-Brexit covers four headings.

- 1 Providing Brexit intelligence to Government.
- 2 Providing information to businesses on changes brought about by Brexit.
- 3 Work to shape the future funding landscape for business support.
- 4 Identify changes to LEP and other programmes to react to opportunities and threats posed by Brexit.

The Board will be updated on progress and proposed actions in each of these headings.
This report focuses on providing intelligence to government and information to businesses.

Recommendation

The Board is asked to note the contents of the report

Background

As we near the official date for the UK's departure from the EU (29th March 2019), the LEP has set out its proposed role as follows:

- 1 Assisting businesses through Brexit by ensuring government understands the opportunities and challenges faced by businesses across Norfolk and Suffolk.
- 2 Providing those businesses with useful information regarding how they can prepare for Brexit and what they can be doing to Brexit-proof their business for the coming years.
- 3 Lobbying for the future funding landscape to be fit for purpose post-Brexit.
- 4 Ensuring that LEP programmes react to the opportunities and challenges posed by Brexit.

Providing businesses with useful information on preparing for Brexit

We have developed a [page on the LEP website dedicated to signposting key Brexit resources](#) from government and business intermediaries to assist businesses in their preparations for a 'no deal' Brexit. This webpage is identical on both the LEP and the Growth Hub's websites.

These resources range from [Government's bespoke interactive toolkit for businesses](#) to Brexit checklists and practical guides.

As we receive intelligence from Government that may be helpful for the business community, we will update the webpage so that businesses can access the latest information. This

webpage also includes a section for businesses to provide the LEP with intelligence on potential impacts of Brexit.

Providing Brexit intelligence to Government

The LEP has been gathering intelligence on the potential impacts of Brexit upon businesses in Norfolk and Suffolk since the outcome of the referendum.

This has been sourced in a variety of ways, including interactions with businesses; meetings with business intermediaries; attending regional events; local news; and engagement with local districts and County Councils (through the Norfolk Sounding Board and Suffolk Taskforce).

The LEP has shared the key themes that have emerged from this intelligence with central government to ensure that the potential impacts are well understood.

Since the last board meeting, both the LEP and Growth Hub have been asked to provide weekly updates on Brexit intelligence from the business community to central government.

LEP chief executives are now taking part in weekly Brexit calls with central Government officials.

Some of the high-level issues that have emerged to date include the ability to recruit high-, medium- and low-skilled employees; exchange rate fluctuations and the impact on purchasing stock / business investments; supply chain impacts; and the future of funding.

Detailed Brexit intelligence includes:

The Port of Felixstowe and Danish ferry operator DFDS have agreed to increase roll-on/roll-off (ro/ro) capacity at the port by over 40%. This investment is driven by their long-term confidence in the ro/ro route between Felixstowe and Rotterdam and increasing interest in both ro/ro and short sea container connections as shippers seek to minimise risks to their supply chains resulting from Brexit.

Some logistics providers such as [Century Logistics](#) are seeing a dramatic expansion and rise in demand for warehouse space at the moment due in part to Brexit stockpiling. We are aware of a number of local businesses that are stockpiling or have plans to stockpile ahead of the 29th March.

Both the NFU East Anglia and Country Land and Business Association East have [highlighted](#) the damaging impact that uncertainty has led to for business confidence and investment decisions throughout the food and farming industry.

The region has already seen a reduction in the number of migrant workers coming to work, which has a knock-on impact for key industries such as agriculture, hospitality, construction and healthcare.

A local solicitors firm has indicated that the local mergers and acquisitions pipeline has stalled for companies likely to be impacted by Brexit.

In addition the Growth Hub is surveying businesses with the following questions set by Government:

1. How do you think the UK leaving the EU is going to impact your business/organisation? Will this be a positive or negative impact?
2. What are your top five priorities regarding your business right now?
3. Do you have any concerns regarding the UK leaving the EU in relation to your business operations? If so, what are these?

4. Are you undertaking any activities to prepare your business for EU exit? If so, what are these? If not, please explain why?
5. What are the upcoming issues/challenges your business is facing (i.e. looking to the short, medium and long term)?
6. What are the barriers/ blockers to progress faced by your business/organisation right now?
7. Where would you look for business advice regarding the UK leaving the EU?
8. Through what avenues/ in what formats would you find advice regarding Brexit most useful? (e.g. tools, questionnaires, articles, videos, telephone hotline, face-to-face help etc.)
9. Any other local intelligence that you think will be helpful to BEIS.

As we near 29th March 2019 and the rules around the future UK-EU relationship become clearer, the LEP will look to become even more proactive around business support.

In addition to an up to date webpage for businesses to access and an assessment of LEP programmes, the Growth Hub will look to run workshops across the region to support businesses in their Brexit-readiness.

Recommendation

The Board is asked to note the contents of the report

New Anglia Local Enterprise Partnership Board
Wednesday 30th January 2019

Agenda Item 9

New Anglia LEP Diversity Champion

Author: Chris Starkie

Summary

Following the LEP Review all LEPs are being encouraged by Government to appoint diversity champions to support the implementation of the LEP's diversity statement.

Recommendation

The board is invited to appoint David Ellesmere as the LEP board diversity champion.

The board is further invited to agree that the role of the board diversity champion will be to review the current policy and present an annual report on the progress of the LEP in encouraging diversity and how improvements can be made.

Background

One of the key strands of the Government's Review of LEPs was the issue of diversity.

The Government's new National Assurance Framework, which takes effect from April 1st 2019, instructs all LEPs set out their commitment to diversity in their own Local Assurance Frameworks.

As part of this the LEP should produce a diversity statement explaining how the LEP will ensure representation at board and sub-board level which is reflective of the local business community (including geographies, gender and protected characteristics).

The statement should also set out how the LEP will monitor diversity at board level and explain what steps the LEP is taking to ensure diversity in its engagement with local communities and local businesses.

The diversity statement should include a commitment to ensure that by 2020 at least one third of members of LEP boards are women with an expectation for equal representation by 2023.

It is also seen as best practice for a report to be made to the LEP board each year discussing progress in encouraging diversity and how improvements can be made.

In addition, it is seen as best practice by Government for each LEP to nominate a diversity champion from its board. Their role will be to encourage diversity and ensure that the LEP is acting in line with its diversity statement.

Key issues

New Anglia LEP already has a diversity statement, attached as Appendix 1.

In addition, the LEP has accepted the LEP Review regarding female representation on its board.

In order to meet the board gender commitment, the LEP is taking proactive steps to encourage more female applicants for positions on the board and sub-groups. This has included promoting the recent board vacancies to women's business groups in Norfolk and Suffolk as well as highlighting our aim in our advertisements.

Further the LEP chairman has written to all local authority leaders highlighting the ambition, as local authorities are responsible for selecting their membership of the board.

In order to maintain focus on the issue of diversity, it is proposed to appoint a board member as diversity champion.

The individual will help review the current diversity policy and bring it back to the board for review as part of the development of our new Local Assurance Framework. The new LAF needs to be in place by April 1st, so is due to be signed off at the March board.

In addition the board diversity champion will present a report to the LEP at a time to be agreed discussing progress in encouraging diversity and how improvements can be made.

Following a number of discussions between the LEP chief executive, chairman and board members it is proposed that David Ellesmere is appointed LEP diversity champion.

Recommendation

The board is invited to appoint David Ellesmere as the LEP board diversity champion.

The board is further invited to agree that the role of the board diversity champion will be to review the current policy and present an annual report on the progress of the LEP in encouraging diversity and how improvements can be made.

Equal Opportunities and Diversity Policy

Updated November 2018

Introduction

This policy sets out New Anglia's commitment to equality and diversity.

Equality is enabling opportunity, access, participation and contribution on a fair and equal footing and ensuring that different groups are not disadvantaged when accessing services, employment 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.

Diversity and equality issues impact everyone in the New Anglia area and we are committed to removing barriers that might restrict people and we are proactively working towards positive change.

Policy Aims

This policy aims to:

- ensure the LEP is clear about equal opportunity and that these are managed in a professional and lawful way
- set out the procedures the LEP will implement in relation to equal opportunities management.

Our Policy

Equality and diversity considerations underpin all activities within the LEP. This includes recruitment and selection, pay and benefits and training and development.

The core purpose of this policy is to eliminate discrimination (definitions appear later in this policy) in employment and to promote equality of opportunity in employment. In doing so, the LEP is respectful of differences and embracing of the opportunities that diversity offers.

The Equality Act 2010 makes it unlawful to discriminate against people with a 'protected characteristic'. This extends to direct or indirect discrimination in terms 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
- trade union membership.

All employees at all levels are encouraged to act fairly and prevent discrimination. 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.

Our Procedures

Recruitment and Promotion

Advertisements for posts will give sufficiently clear and accurate information to enable potential applicants to assess their own suitability for the post. Information about vacant posts will be provided in such a manner that does not restrict the audience to a particular sector of the community.

Recruitment literature will not imply a preference for one group of applicants unless there is a genuine occupational qualification which limits the post to this particular group, in which case this must be clearly stated.

Where appropriate, vacancies will be circulated internally. The LEP reserves the right to recognise merit and reward individuals with promotion in a fair manner. All descriptions and specifications for posts will include only requirements that are necessary and justifiable for the effective performance of the job.

All selection will be thorough, conducted against defined criteria and will deal only with 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.

Employment

The LEP will not discriminate on any basis in the allocation of duties between employees employed at any level with comparable job descriptions. The LEP will put in place any reasonable measures and/or adjustments within the workplace for those employees who become disabled during employment or for disabled appointees.

All employees will be considered solely on their merits for career development and promotion with equal opportunities for all.

Training

Employees will be provided with appropriate training regardless of sex, race, marital status, disability, age, part-time or fixed term contract status, sexual orientation, gender status or religion.

All employees are encouraged to discuss their career prospects and training needs with their manager.

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.

Board and Sub-Committees

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

Board member vacancies are advertised widely and Board members are appointed on the basis of their skills / knowledge and their ability. SubCommittee member selection is based on the skills required for the relevant role.

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.

Commissioning

We will also 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.

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

We will work with our partners to ensure that all project development, commissioning and tendering procedures support the following principles

- Advancing equality of opportunity between people in our target groups
- And
- Ensuring the elimination of unlawful discrimination, harassment and victimization.

When Discrimination Arises

If an employee believes they may have been discriminated against, they must advise the LEP. They can speak informally with their manager or with HR. If they want to make a more formal complaint, they are encouraged to raise the matter through the Grievance Policy. If an employee believes there has been any bullying or harassment they should raise the matter through the Dignity at Work policy.

Allegations of potential breaches of this policy will be treated seriously. Employees who make such allegations 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 will be dealt with under the Disciplinary Policy.

Acting in a Discriminatory Way

If, after investigation, it is decided an employee has acted in breach of this policy 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.

Responsibilities

The New Anglia Chief Executive is the lead officer and is responsible and accountable for the implementation of this policy and accompanying policies both inside and outside the organisation and for ensuring we fulfil our role in addressing diversity issues by promotion of this policy and delivering equality of opportunity.

Definition of Discrimination

Discrimination can be direct or indirect. Both forms of discrimination must be avoided.

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

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.***

Indirect discrimination ***occurs where a policy, rule or procedure at work applies to everyone but has a disproportionate impact on people with a protected characteristic.***

Records

Records of equal opportunities matters will be retained and kept confidential.

New Anglia Local Enterprise Partnership Board
Wednesday 30th January 2019

Agenda Item 10

Election of Deputy Chair

Author: Chris Starkie

Summary

Following the November board meeting the LEP chairman sought nominations for the post of deputy chair. The move follows the LEP Review where Government asked LEPs to appoint deputy chairs.

The election process follows the process agreed by the LEP at its November board meeting. One nomination has been received for the post.

Recommendation

The LEP board is invited to ratify the appointment of Lindsey Rix as deputy chair of New Anglia LEP on a three year term

Background

One of the recommendations of the Government's LEP Review was that all LEPs should have a deputy chair.

Whilst not explicitly stated that this individual should be from the private sector, the Government's National Assurance Framework for LEPs published earlier this month states that it is best practice for deputy chairs to be from the private sector.

The appointment of a deputy chair from the private sector was accepted by the LEP board at its meeting in October and it was agreed to have a deputy chair in place by February 28th 2019.

In November's board meeting the board signed off an approach to the appointment of the deputy chair – set out below:

Stage 1

The chair notifies all board members of the vacancy and requests nominations from private sector board members. This can be done formally at a board meeting, or by email to all board members. The nominations process must be open for a minimum of 14 days.

Stage 2

Potential candidates put themselves forward in writing to the chair.

Those nominated must be 1) one of the private sector board members and 2) willing and able to serve as deputy chair for a three year term.

Each nomination should have a proposer and a seconder. The proposer and seconder can be from the public or private sectors.

Stage 3

The outcome of the nominations process (stage 2) is considered at the next available board meeting.

If there is only one nomination, that candidate is duly appointed, subject to ratification at that board meeting by the board.

If more than one board member is proposed then there is a secret ballot of all board members at that board meeting on the basis of one director one vote.

In the event of a tie fresh nominations are sought, and the election process re-run.

Key Issues

Stage 1 was triggered following November's board meeting when the LEP chairman notified all board members of the vacancy of the post of deputy chairman.

Since then one nomination has been received, that of Lindsey Rix, nominated by Jeanette Wheeler and seconded by Steve Oliver.

Recommendation

The board is invited to ratify the appointment of Lindsey Rix as deputy chair of New Anglia Local Enterprise Partnership on a three year term

New Anglia Local Enterprise Partnership Board

Wednesday 30th January 2019

Agenda Item 11

Proposed amendments to Articles of Association, Committee Structure, Terms of Reference and Policies

Author: Rosanne Wijnberg

Summary

The LEP Review recommended several changes to governance and this paper summarises the amendments agreed as part of the implementation of that review. The proposals were made and approved by the LEP Board in October 2018 and this paper formalises those agreements.

In addition, and as part of a broader review of governance, further consideration has been given to the:

- Investment Appraisal Committee structure and Terms of Reference
- Audit and Risk Terms of Reference

This paper summarises the proposed amendments as a result of changes previously agreed by the LEP Board and makes additional recommendations.

Recommendation

The LEP Board is asked to approve the amendments to the following:

1. 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
 - a. Quorum – approve the proposed revisions to the quorum, as a result of these changes
2. LEP Board Attendance and Deputisation Policy – approve the corresponding amendments to the Policy to reflect these changes
3. Investment Appraisal Committee
 - a. Amendment to the IAC structure; increase the IAC by one independent private sector member
 - b. IAC Terms of Reference; amended to reflect this change
4. Audit and Risk Committee Terms of Reference
 - a. Audit and Risk Terms of Reference; amended to allow S151 Officer to delegate authority for attendance at this committee to a suitable representative from SCC.

Background

Articles of Association

The Articles of Association require updating in order to reflect the changes that have been agreed over the past few months as part of our implementation of the LEP Review.

The Articles of Association currently identify three classes of membership: Private, Public, Education. As part of the implementation of the requirements of the LEP Review, it was agreed at the LEP Board meeting in October that we would:

- Amend the LEP's articles of association to class education members as private sector.
- Amend the LEP's articles of association to increase the number of private sector board members to 12.

These membership groupings have been retained to recognise the importance of the education sector and to retain two seats for that sector, but the Articles of Association now reflect the fact that education members are classified as private sector for the purposes of public / private classification.

The revised Articles of Association, with the proposed changes tracked, are attached for your approval – Appendix A.

Quorum

Prior to the LEP Review we had 16 board members and with the public / private sector classifications used at that time this represented a 50 / 50 split.

Currently the Articles of Association state that - a quorum shall be 7 directors present in person and shall include no fewer than 4 Private Sector Directors and no fewer than 3 Public Sector Directors.

On reviewing the Articles of Association, it was identified that a corresponding amendment needed to be proposed to the Quorum to reflect the changes that are being implemented as a result of the LEP Review.

Going forward, we will have 18 board members, of whom 12 will be private sector directors (this includes education) and 6 public sector directors.

The LEP Board is recommended to support the following amendment to the quorum – a quorum shall be 9 directors present in person and shall include 6 private sector and 3 public sector.

LEP Board Attendance and Deputisation Policy

The LEP has a Board Attendance and Deputisation Policy.

The policy states that deputies are permitted for Board members who attend by virtue of their role – public sector and education directors.

Education members will now be classed as private sector for the purpose of public / private

classification. It was confirmed that substitutes would continue to be permitted for education members as they continue to attend by virtue of their role.

The LEP Board Attendance and Deputisation Policy has been updated to reflect these changes – Appendix B.

Investment Appraisal Committee

The Investment Appraisal Committee was formed in 2016, to help to ensure that funds allocated to the LEP were delivered appropriately and in accordance with the Assurance Framework. The IAC considers requests for funding through LEP programmes including Growing Places Fund, the Capital Growth Programme and the EZ Accelerator Fund and other funds as appropriate. The committee has delegation from the LEP Board to make decisions on funding requests up to £500k. The IAC also makes recommendations to the LEP Board to approve or reject bids in excess of £500k.

The Terms of Reference for the IAC indicate that membership of the Investment Appraisal Committee should be reviewed annually. The Committee should review its own performance once a year and the terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the LEP Board for approval.

At the request of the chair of the IAC, it is proposed to expand the membership by one additional private sector member, independent of the LEP Board, to strengthen the expertise of the committee, particularly when reviewing complex investment opportunities with a range of factors to be considered, including risk, security and return on investment.

The additional member would be a specialist in funding and investment and recruited via an open advertisement and interview process in the same way as private sector board members of the LEP board.

The LEP Board is recommended to support the amendment to the structure of the IAC, increasing by one additional private sector member. In addition, the LEP Board is recommended to approve the revised Terms of Reference of the Investment Appraisal Committee attached at Appendix C.

Audit and Risk Committee

The Audit and Risk Committee was formed in 2018 as part of the LEP's governance review. The Audit and Risk Committee currently has four members – an independent Chair, the Accountable Body's S151 Officer, and two LEP Board Members. The independent Chair and LEP Board Members are appointed by the LEP Board. The LEP Chair, members of the Investment Appraisal Committee and members of the LEP's Leadership Team shall not be members of the committee.

The current Terms of Reference require the attendance of the Accountable Body S151 Officer. The LEP Board is recommended to approve an amendment to the Terms of Reference to allow the S151 Officer to delegate authority for attendance at this committee to a suitable representative.

Revised Terms of Reference attached Appendix D.

Recommendation

The LEP Board is asked to approve the amendments to the following:

1. 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
 - a. Quorum – approve the proposed revisions to the quorum, as a result of these changes
2. LEP Board Attendance and Deputisation Policy – approve the corresponding amendments to the Policy to reflect these changes
3. Investment Appraisal Committee
 - b. Amendment to the IAC structure; increase the IAC by one independent private sector member
 - c. IAC Terms of Reference; amended to reflect this change
4. Audit and Risk Committee Terms of Reference
 - d. Audit and Risk Terms of Reference; amended to allow S151 Officer to delegate authority for attendance at this committee to a suitable representative from SCC.

Conformed to incorporate amendments passed by a resolution at the general meeting of the company on 18 September 2014

Proposed amendments January 2019.

THE COMPANIES ACT 2006
COMPANY LIMITED BY GUARANTEE
AND NOT HAVING A SHARE CAPITAL
ARTICLES OF ASSOCIATION
OF
NEW ANGLIA LOCAL ENTERPRISE PARTNERSHIP LIMITED

1. PRELIMINARY

The model articles for private companies limited by guarantee contained in Schedule 2 of the Companies (Model Articles) Regulations 2008 (SI 2008/3229) as amended (the "**Model Articles**") shall apply to the Company save in so far as they are excluded or varied by these Articles and such regulations (save as so excluded or varied) and these Articles shall be the regulations of the Company.

2. INTERPRETATION

2.1 In these Articles and in the Model Articles the following expressions have the following meanings unless inconsistent with the context:

"**the Act**" the Companies Act 2006 as in force on the date when these articles become binding upon the Company;

"**Ambassador Member**" Either the representative of a significant business which operates in the LEP Region, whether or not the principal place of that business is in the LEP Region, or an individual from time to time approved by the directors;

"**these Articles**" these Articles of Association, whether as originally adopted or as from time to time altered by special resolution;

"**clear days**" in relation to the period of a notice means that period excluding the day when the notice is given or deemed to be given and the day for which it is

	given or on which it is to take effect;
"Connected Person"	shall have the same meaning as in section 839 of the Income and Capital Taxes Act 1998;
"the directors"	the directors for the time being of the Company or (as the context shall require) any of them acting as the board of directors of the Company;
"Education Sector Director"	any person appointed as a director under article 5.3.3; <u>classed as Private Sector for the purposes of public / private classification;</u>
"Education Sector Member"	any institution admitted to membership in accordance with article 5.3.1;
"executed"	includes any mode of execution;
"LEP Region"	the geographical region assigned to the LEP from time to time;
"member"	any member of the Company, of whatever class;
"Private Sector Director"	any person appointed as a director under article 5.1.3;
"Private Sector Member"	any person admitted to membership in accordance with article 5.1.1;
"Public Sector Director"	any person appointed as a director under article 5.2.3;
"Public Sector Member"	any local authority admitted to membership in accordance with article 5.2.1;
"qualified person"	a person directly holding a relevant interest whether the original grantee of a relevant interest or an assignee thereof (in the case of a leasehold interest) or the owner (in the case of the freehold) of a relevant interest other than the Company and where there is more than one such person then such persons jointly;
"secretary"	the secretary of the Company or any other person appointed to perform the duties of the secretary of the Company, including a joint,

assistant or deputy secretary;

"the United Kingdom"

Great Britain and Northern Ireland.

2.2 Unless the context otherwise requires, words or expressions contained in these Articles and in the Model Articles shall bear the same meaning as in the Act but excluding any statutory modification thereof not in force when these Articles become binding on the Company. Regulation 1 of the Model Articles shall not apply to the Company.

2.3 The definition of "subsidiary" in the Model Articles shall be amended by the addition of the following words "and a company shall be treated, for the purpose only of the membership requirement contained in subsections 1159(1)(b) and (c), as a member of another company even if its shares in that other company are registered in the name of (a) another person (or its nominee), whether by way of security or in connection with the taking of security, or (b) its nominee.

3. **OBJECTS**

3.1 The objects for which the Company is established are (the **"Objects"**):

3.1.1 to stimulate economic growth, employment, community development, inward investment and commerce in Norfolk and Suffolk.

3.1.2 to promote Norfolk and Suffolk positively at regional, national, European and international levels on matters affecting its economic development.

3.2 In furtherance of the objects but not further or otherwise the Company may exercise the following powers:

3.2.1 to do all such things which in the opinion of the directors are in the best interests of the Company and its members or the other users of the Company's services;

3.2.2 to do all such other things as may be deemed incidental or conducive to the attainment of the Company's objects or any of them.

4. **MEMBERSHIP**

4.1 The members shall be categorised as follows:

4.1.1 Private Sector Members;

4.1.2 Public Sector Members; and

4.1.3 Education Sector Members.

4.2 Membership shall be open to persons who possess the characteristics (as appropriate) set out in articles 5.1 to 5.3 (inclusive), and who:

4.2.1 apply to the Company in the form required by the directors;

4.2.2 are approved by the directors; and

4.2.3 sign a written consent to become a member agreeing to be bound by these Articles.

4.3 The directors shall be entitled to refuse admission to membership if:

4.3.1 in their opinion, the person does not possess the required characteristics of a member pursuant to articles 5.1.1, 5.2.1 or 5.3.1 (as appropriate); or

4.3.2 in their opinion, they consider it not to be in the best of interests of the Company to admit such person as a member.

4.4 Membership shall not be transferable.

5. **RIGHTS OF MEMBERSHIP**

5.1 The Private Sector Members shall:

5.1.1 consist of individuals who undertake business, professional or other commercial activities within the LEP Region with a view to making profit;

5.1.2 subject to article 5.1.3, each be entitled to exercise one vote in relation to any resolution of the members; and

5.1.3 subject to article 10.2.1, have the right, as a class of members, from time to time to appoint as their representatives up to ~~teneight~~ natural persons to be directors and may at any time remove any such person and appoint another person in their place.

5.2 The Public Sector Members shall:

5.2.1 be Norfolk County Council, Norwich City Council, Suffolk County Council and Ipswich Borough Council and such of the district councils in the LEP Region who apply to become members;

5.2.2 subject to article 5.2.3, each be entitled to exercise one vote in relation to any resolution of the members; and

5.2.3 subject to article 10.2.2, have the right, as a class of members, from time to time to appoint as their representatives, up to 6 persons, comprising 1 person from each of Norfolk County Council, Norwich City Council,

Suffolk County Council, Ipswich Borough Council and up to 2 persons from the district councils in the LEP Region, to be directors and may at any time appoint or remove any such person and appoint another person in their place.

5.3 The Education Sector Members shall:

- 5.3.1 consist of universities or colleges established for, or other providers of, further or higher education in the LEP Region;
- 5.3.2 subject to article 5.3.3, each be entitled to exercise one vote in relation to any resolution of the members; and
- 5.3.3 subject to article 10.2.3, have the right, as a class of members, from time to time to appoint as their representatives up to two persons to be directors and may at any time remove any such person and appoint another person in their place.

5.4 For the purpose of classifying members as either private sector or public sector, the Education Sector members are classed as private sector.

5.45.5 Any appointments or removals of directors referred to in articles 5.1.3, 5.2.3 or 5.3.3 shall be effected in writing signed by or on behalf of a majority of the relevant members and shall take effect upon lodgement at the Company's registered office or on delivery to a meeting of the directors. Any such representative director shall be entitled to notice of board meetings, to attend all board meetings and to receive copies of all documents to be considered at board meetings, and to speak and vote at such meetings.

5.55.6 The rights of a class of members under these Articles shall only be varied if:

5.5-15.6.1 75% of the members of that class consent in writing to the variation; or

5.5-25.6.2 a special resolution is passed at a separate class meeting of those members agreeing to the variation.

5-65.7 The provisions regarding general meetings in these Articles shall, subject to the necessary changes being made, apply to such class meeting of the members.

6. TERMINATION OF MEMBERSHIP

6.1 Subject to article 6.2, a member shall cease to be a member if:

- 6.1.1 such member gives written notice to the Company of their resignation as a member;
- 6.1.2 such member dies (if a natural person), or (if not a natural person) ceases to exist;

- 6.1.3 such member is declared bankrupt (in the case of a natural person) or (if not a natural person) makes any arrangement or composition with its creditors, or goes into liquidation;
 - 6.1.4 the members pass an ordinary resolution to remove such member; or
 - 6.1.5 such member ceases to possess the required characteristics of a member pursuant to articles 5.1.1, 5.2.1 or 5.3.1 (as appropriate).
- 6.2 Upon any member ceasing to be a member for any reason, any person appointed as a director to be their representative shall at the same time vacate their office as a director.
- 6.3 The number of members shall not at any time be fewer than 15. Where a person is precluded from ceasing to be a member of the Company by reason of the foregoing restriction, upon an additional member subsequently increasing the number of members of the Company (other than persons who have ceased to be qualified persons) above 15, the member whose membership has ceased pursuant to article 6.1 shall immediately cease to be a member of the Company.
- 7. GENERAL MEETINGS**
- 7.1 The directors may call general meetings and shall proceed to convene a general meeting on the requisition of members pursuant to the provisions of the Act.
- 7.2 Subject to articles 7.3 and 7.4, the Company shall in each year hold an annual general meeting in addition to any other meetings in that year, and shall be held at such time and at such place as the directors shall appoint.
- 7.3 The Company must hold its first annual general meeting within 18 months after the date of its incorporation.
- 7.4 An annual general meeting must be held in each subsequent year and not more than 18 months may elapse between successive annual general meetings.
- 7.5 All general meetings shall be called by at least fourteen clear days' notice but a general meeting may be called by shorter notice if it is so agreed in accordance with section 307(4) of the Act. The notice shall specify the time and place of the meeting and the general nature of the business to be transacted.
- 7.6 Notwithstanding that the Company does not have a share capital, every notice convening a general meeting shall comply with the provisions of the Act as to giving information to members in regard to their right to appoint proxies; and notices of and other communications relating to any general meeting which any member is entitled

to receive shall be sent to the directors and to the auditors, if any, for the time being of the Company.

- 7.7 No business shall be transacted at any general meeting unless the requisite quorum is present at the commencement of the business and also when such business is voted upon. ~~79~~ members present in person or by proxy, which shall consist of no fewer than ~~46~~ Private Sector Members and no fewer than 3 Public Sector Members, shall be a quorum for all purposes. A corporation being a member shall be deemed to be personally present if represented in accordance with the provisions of the Act.
- 7.8 If a quorum is not present within half an hour from the time appointed for a general meeting the general meeting shall stand adjourned to the same day in the next week at the same time and place or to such other day and at such other time and place as the directors may determine; and if at the adjourned general meeting a quorum is not present within half an hour from the time appointed therefor the member or members present in person or by proxy or (being a body corporate) by representative and entitled to vote upon the business to be transacted shall constitute a quorum and shall have power to decide upon all matters which could properly have been disposed of at the meeting from which the adjournment took place. Regulation 27 of the Model Articles shall not apply to the Company.
- 7.9 The accidental omission to give notice of a meeting any member entitled to receive notice of and attend and vote at general meetings shall not invalidate the proceedings at that meeting.
- 7.10 A proxy shall be entitled to vote on a show of hands.

8. **AMBASSADORS**

- 8.1 Ambassador Members shall be appointed by a majority the directors and will, upon written notice by a majority of the directors, cease to be Ambassador Members.
- 8.2 The directors shall in each year convene no fewer than 2 meetings of the Ambassadors Members ("**Ambassador Meeting**") to which other stakeholders (as determined from time to time by the directors) will also be invited.
- 8.3 The principal purpose of any Ambassador Meeting shall be to give the directors the opportunity to give an account of the performance of the Company.
- 8.4 All Ambassador Meetings shall be called by at least 14 clear days' notice. The notice shall specify the time and place of the meeting.

9. **ALTERNATE DIRECTORS**

- 9.1 ~~No director shall be entitled to appoint an alternate director or anyone to act on their behalf at meetings of the directors.~~ Directors shall only be entitled to appoint an alternate director to act on their behalf in accordance with the Attendance and Deputisation Policy.

10. **DIRECTORS**

- 10.1 The number of directors may be determined by the members and until so determined shall be no fewer than 10.
- 10.2 A director must be a natural person and must at all times possess the following characteristics (as appropriate) unless otherwise approved by special resolution of the members:
- 10.2.1 in respect of a Private Sector Director, an owner (in whole or in part), or officer or principal of a business or undertaking carried on with a view to making profit and conducting the whole or a part of its business within the LEP Region;
 - 10.2.2 in respect of a Public Sector Director, a leader or deputy leader, or cabinet member with lead responsibility for economic development within a Public Sector Member; or
 - 10.2.3 in respect of an Education Sector Director, a vice-chancellor, pro vice-chancellor, principal or person of equivalent seniority in an Education Sector Member.
- 10.3 The directors may regulate their proceedings as they think fit, subject to the provisions of these Articles.
- 10.4 Questions arising at a meeting of the directors shall be decided by a majority of votes.
- 10.5 In the case of an equality of votes, the person chairing the meeting shall have a second or casting vote.
- 10.6 Any director may call a meeting of the directors.
- 10.7 Subject to article 10.8, no business shall be transacted at any meeting of the directors unless a quorum is present. A quorum shall be ~~79~~ directors present in person and shall include no fewer than ~~46~~ Private Sector Directors and no fewer than 3 Public Sector Directors. Notwithstanding any vacancies in their number, the continuing directors or, where there is only one, the sole continuing director may continue to act, but if the number of directors is fewer than the number fixed as the quorum, they may act only for the purposes of calling a general meeting.

- 10.8 If a quorum is not present within half an hour from the time appointed for a meeting of the directors the meeting shall stand adjourned to the same day in the next week at the same time and place or to such other day and at such other time and place as the directors may determine, and if at the adjourned meeting a quorum is not present within half an hour from the time appointed the directors present shall constitute a quorum and shall have the power to decide upon all matters which could properly have been disposed of at the meeting from which the adjourned meeting took place.

11. **DISQUALIFICATION AND REMOVAL OF DIRECTORS**

- 11.1 The office of a director shall be vacated if:

- 11.1.1 he ceases to be a director by virtue of any provision of the Act or these Articles or he becomes prohibited by law from being a director; or
- 11.1.2 he becomes bankrupt or makes any arrangement or composition with his creditors generally; or
- 11.1.3 he is, or may be, suffering from mental disorder and either:
 - 11.1.3.1 he is admitted to hospital in pursuance of an application for admission for treatment under the Mental Health Act 1983 or, in Scotland, an application for admission under the Mental Health (Scotland) Act 1960, or
 - 11.1.3.2 an order is made by a court having jurisdiction (whether in the United Kingdom or elsewhere) in matters concerning mental disorder for his detention or for the appointment of a receiver, curator bonis or other person to exercise powers with respect to his property or affairs; or
- 11.1.4 he resigns his office by notice to the Company;
- 11.1.5 he shall for more than six consecutive months have been absent without permission of the directors from meetings of directors held during that period and the directors resolve that his office be vacated;
- 11.1.6 he ceases to have the characteristics (as appropriate) required pursuant to article 10.2; or
- 11.1.7 he is directly or indirectly involved in any transaction or arrangement and fails to declare the nature of his interest in the manner required by article 12.

11.2 Upon any director who is also a Private Sector Member vacating their office as a director of the Company for any reason, such director shall at the same time cease to be a member.

11.3 Regulation 18 of the Model Articles shall not apply to the Company.

12. **PROCEEDINGS OF THE DIRECTORS**

12.1 Subject to the provisions of the Act, and provided that he has first disclosed to the directors the nature and extent of any interest of his, a director notwithstanding his office:

12.1.1 may be a party to or otherwise interested in any transaction or arrangement with the Company or in which the Company is in any way interested;

12.1.2 may be a director or other officer of or employed by or be a party to any transaction or arrangement with or otherwise interested in any body corporate promoted by the Company or in which the Company is in any way interested;

12.1.3 may, or any firm or company of which he is a member or director may, act in a professional capacity for the Company or any body corporate in which the Company is in any way interested;

12.1.4 shall not by reason of his office be accountable to the Company for any benefit which he derives from such office, service or employment or from any such transaction or arrangement or from any interest in any such body corporate and no such transaction or arrangement shall be liable to be avoided on the ground of any such interest or benefit;

but shall not be entitled to vote on any resolution and shall not be counted in the quorum on any matter referred to in any of articles 12.1.1 to 12.1.4 (inclusive) or on any resolution which in any way concerns or relates to a matter in which he has, directly or indirectly, any kind of interest whatsoever and if he shall vote on any such resolution as his vote shall not be counted.

12.2 For the purposes of article 12.1:

12.2.1 a general notice to the directors that a director is to be regarded as having an interest of the nature and extent specified in the notice in any transaction or arrangement in which a specified person or class of persons is interested shall be deemed to be a disclosure that the director has an interest in any such transaction of the nature and extent so specified;

- 12.2.2 an interest of which a director has no knowledge and of which it is unreasonable to expect him to have knowledge shall not be treated as an interest of his; and
 - 12.2.3 an interest of a person who is for any purpose of the Act (excluding any statutory modification not in force when the Company was incorporated) connected with a director shall be treated as an interest of the director.
- 12.3 Any director may participate in a meeting of the directors or a committee of the directors of which he is a member by means of a conference telephone or similar communications equipment whereby all persons participating in the meeting can hear each other and participation in a meeting in this manner shall be deemed to constitute presence in person at such meeting and, subject to these Articles and the Act, he shall be entitled to vote and be counted in a quorum accordingly. Such a meeting shall be deemed to take place where the largest group of those participating is assembled or, if there is no such group, where the chairman of the meeting then is.
- 12.4 Regulation 9 of the Model Articles shall be amended by adding the following sentence at the end of sub-clause (3):

"Notice of every meeting of the directors shall be given to each director including directors who may for the time being be absent from the United Kingdom and have given the Company an address within the United Kingdom for service. "

13. **RETIREMENT OF PRIVATE SECTOR DIRECTORS (Including Education Sector Directors)**

- 13.1 All Private Sector Directors shall retire from office at the end of the next annual general meeting after the expiry of each of their Terms of Appointment (as such expression is defined below in article 13.2), and subject to articles 13.2, 13.3 and 13.4 shall be eligible for re-election by the members at that annual general meeting.
- 13.2 The expression "**Terms of Appointment**" shall have the following meaning:
- 13.2.1 the initial term of appointment of any Private Sector Director shall be one year;
 - 13.2.2 the second term of appointment of any Private Sector Director shall be no more than 2 years; and
 - 13.2.3 the third term of appointment of any Private Sector Director shall be no more than 3 years.
- 13.3 A retiring Private Sector Director shall, subject to article 13.4, be eligible for re-election for such term as specified in article 13.2 (as appropriate).

13.4 Any Private Sector Director who shall have served for a total term of 6 years shall not be entitled to be re-elected.

14. **DIRECTORS' CONFLICTS OF INTEREST**

14.1 1 The directors may, in accordance with the requirements set out in this article, authorise any matter or situation proposed to them by any director which would, if not authorised, involve a director breaching his duty under section 175 of the Act to avoid conflicts of interest ("**Conflict**").

14.2 Any authorisation under this article will be effective only if:

14.2.1 the matter in question shall have been proposed by any director for consideration at a meeting of directors in the same way that any other matter may be proposed to the directors under the provisions of these Articles or in such other manner as the directors may determine;

14.2.2 any requirement as to the quorum at the meeting of the directors at which the matter is considered is met without counting the director in question; and

14.2.3 the matter was agreed to without his voting or would have been agreed to if his vote had not been counted.

14.3 Any authorisation of a Conflict under this article may (whether at the time of giving the authorisation or subsequently):

14.3.1 extend to any actual or potential conflict of interest which may reasonably be expected to arise out of the matter so authorised;

14.3.2 be subject to such terms and for such duration, or impose such limits or conditions as the directors may determine; and

14.3.3 be terminated or varied by the directors at any time.

This will not affect anything done by the director prior to such termination or variation in accordance with the terms of the authorisation.

14.4 In authorising a Conflict the directors may decide (whether at the time of giving the authorisation or subsequently) that if a director has obtained any information through his involvement in the Conflict otherwise than as a director of the Company and in respect of which he owes a duty of confidentiality to another person, the director is under no obligation to:

14.4.1 disclose such information to the directors or to any director or other officer or employee of the company; or

- 14.4.2 use or apply any such information in performing his duties as a director, where to do so would amount to a breach of that confidence.
- 14.5 Where the directors authorise a Conflict they may (whether at the time of giving the authorisation or subsequently) provide, without limitation, that the director:
- 14.5.1 is excluded from discussions (whether at meetings of directors or otherwise) related to the Conflict;
 - 14.5.2 is not given any documents or other information relating to the Conflict; and
 - 14.5.3 may not vote (or may not be counted in the quorum) at any future meeting of directors in relation to any resolution relating to the Conflict.
- 14.6 Where the directors authorise a Conflict:
- 14.6.1 the director will be obliged to conduct himself in accordance with any terms imposed by the directors in relation to the Conflict; and
 - 14.6.2 the director will not infringe any duty he owes to the company by virtue of sections 171 to 177 of the Act provided he acts in accordance with such terms, limits and conditions (if any) as the directors impose in respect of its authorisation.
- 14.7 A director is not required, by reason of being a director (or because of the fiduciary relationship established by reason of being a director), to account to the Company for any remuneration, profit or other benefit which he derives from or in connection with a relationship involving a Conflict which has been authorised by the directors or by the Company in general meeting (subject in each case to any terms, limits or conditions attaching to that authorisation) and no contract shall be liable to be avoided on such grounds.
15. **DIRECTOR'S BENEFITS**
- 15.1 No director or connected person may:
- 15.1.1 buy goods or services from the Company on terms preferential to those applicable to members of the public;
 - 15.1.2 sell goods, services or any interest in land to the Company;
 - 15.1.3 be employed by or receive any remuneration from the Company;
 - 15.1.4 receive any other financial benefit from the Company;

unless the payment is reasonable in all the circumstances and has been approved in advance by the directors (provided always that any director so concerned may not vote or be counted in the quorum at any such meeting of the directors).

16. RECORDS OF DECISIONS TO BE KEPT

Where decisions of the directors are taken by electronic means, such decisions shall be recorded by the directors in permanent form, so that they may be read with the naked eye.

17. THE SECRETARY

Subject to the Act, the secretary shall be appointed by the directors for such term, such remuneration and upon such conditions as they think fit, and any secretary so appointed may be removed by them, provided always that no director may hold office as secretary, where such office is remunerated.

18. MEANS OF COMMUNICATION TO BE USED

18.1 Any notice, document or other information shall be deemed served on or delivered to the intended recipient:

18.1.1 if properly addressed and sent by prepaid United Kingdom first class post to an address in the United Kingdom, 48 hours after it was posted (or five business days after posting either to an address outside the United Kingdom or from outside the United Kingdom to an address within the United Kingdom, if (in each case) sent by reputable international overnight courier addressed to the intended recipient, provided that delivery in at least five business days was guaranteed at the time of sending and the sending party receives a confirmation of delivery from the courier service provider);

18.1.2 if properly addressed and delivered by hand, when it was given or left at the appropriate address;

18.1.3 if properly addressed and sent or supplied by electronic means, one hour after the document or information was sent or supplied; and

18.1.4 if sent or supplied by means of a website, when the material is first made available on the website or (if later) when the recipient receives (or is deemed to have received) notice of the fact that the material is available on the website.

For the purposes of this article, no account shall be taken of any part of a day that is not a working day.

- 18.2 In proving that any notice, document or other information was properly addressed, it shall be sufficient to show that the notice, document or other information was delivered to an address permitted for the purpose by the Act.

19. **INDEMNITY**

- 19.1 Subject to the Act but without prejudice to any indemnity to which a director may otherwise be entitled, each director (including an alternate director) or other officer of the Company (other than any person (whether an officer or not) engaged by the Company as auditor) shall be indemnified out of the assets of the Company against all losses or liabilities which he may sustain or incur in or about the lawful execution of the duties of his office or otherwise in relation thereto, including any liability incurred by him in defending any proceedings, whether civil or criminal, in which judgment is given in his favour or in which he is acquitted or the proceedings are otherwise disposed of without any finding or admission of any material breach of duty on his part or in connection with any application in which relief from liability is granted to him by the court, and no director (including an alternate director) or other officer shall be liable for any loss, damage or misfortune which may happen to or be incurred by the Company in the lawful execution of the duties of his office or in relation thereto. Regulation 38 of the Model Articles shall not apply.

- 19.2 Notwithstanding Regulation 39 of the Model Articles, the directors may authorise the directors of companies within the same group of companies as the Company to purchase and maintain insurance at the expense of the Company for the benefit of any director (including an alternate director), or other relevant officer of such company in respect of such liability, loss or expenditure as is referred to in Regulation 39.

20. **INSURANCE**

The Company may purchase and maintain, for the benefit of any director, officer or auditor of the Company or of any company which is the holding company, a subsidiary, or a fellow subsidiary of the Company, insurance against any liability as is referred to in section 310(1) of the Act and, subject to the provisions of the Act, against any other liability which may attach to him or loss or expenditure which he may incur in relation to anything done or alleged to have been done or omitted to be done as a director, officer or auditor.

21. **LIABILITY OF MEMBERS**

- 21.1 The liability of each member is limited to £1.00, being the amount that each member undertakes to contribute to the assets of the Company in the event of its being wound up while he is a member or within one year after he ceases to be a member, for:

- 21.1.1 payment of the Company's debts and liabilities contracted before he ceases to be a member;
- 21.1.2 payment of the costs, charges and expenses of winding up; and
- 21.1.3 adjustment of the rights of the contributories among themselves.

22. **WINDING UP**

- 22.1 On the winding up of the Company all the assets that would otherwise be available to the members generally shall be transferred:
 - 22.1.1 directly in furtherance of the Objects; or
 - 22.1.2 to any body with objects similar to the Objects.

Appendix B

Board Attendance & Deputisation Policy

Introduction

This policy establishes the details of who attends Board meetings and includes a policy on deputisation and a process to address any issues of persistent non-attendance and lack of engagement.

Policy

Attendance and Engagement Issues

The Chair is responsible for addressing any issues of persistent non-attendance and lack of engagement.

Deputisation

Deputies are only permitted for Board members who attend by virtue of their role.

Private Sector Board Members

Private Sector Board members are appointed through a competitive recruitment process and are not permitted to appoint a deputy.

Public Sector Board Members

Public sector representatives attend by virtue of their role as local authority leader.

To ensure we maintain a level of skill and experience any deputies should be of equivalent status. In the case of local authority members this must be a deputy leader or relevant portfolio holder.

Education Sector Board Members

Education sector representatives attend by virtue of their role representing all education sector members.

The education sector board members, whilst classified as private sector, are permitted to send deputies to board meetings.

Any deputy should be of equivalent status and in the case of universities and colleges an alternate principal or vice chancellor.

New Anglia Local Enterprise Partnership Board
December 5th, 2018
paper submitted for board approval by written
procedures

Revised structure and Terms of Reference: Investment Appraisal Committee

Author: Chris Dashper

Summary

This paper proposes an amendment to the membership and Terms of Reference of the Investment Appraisal Committee. This is being proposed to ensure that the committee has the appropriate level of expertise to make effective decisions regarding LEP funding and investments,

Recommendation

The LEP Board is recommended to support the amendment to the structure of the IAC, increasing by one additional private sector member. In addition, the LEP Board is recommended to approve the revised Terms of Reference of the Investment Appraisal Committee attached at Appendix 1 to reflect this change.

Background

The Investment Appraisal Committee was formed in 2016, to help to ensure that funds allocated to the LEP were delivered appropriately and in accordance with the Assurance Framework. The IAC considers requests for funding through LEP programmes including Growing Places Fund, the Capital Growth Programme and the EZ Accelerator Fund and other funds as appropriate. The committee has delegation from the LEP Board to make decisions on funding requests up to £500k. The IAC also makes recommendations to the LEP Board to approve or reject bids in excess of £500k.

The Terms of Reference for the IAC indicate that membership of the Investment Appraisal Committee should be reviewed annually. The Committee should review its own performance once a year and the terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the LEP Board for approval.

Proposal

At the request of the chair of the IAC, it is proposed to expand the membership by one additional private sector member, independent of the LEP Board, to strengthen the expertise of the committee, particularly when reviewing complex investment opportunities with a range of factors to be considered, including risk, security and return on investment.

The additional member would be a specialist in funding and investment and recruited via an open advertisement and interview process in the same way as private sector board members of the LEP board.

The LEP already has other private sector members who are members of other LEP sub boards to lend additional skills and expertise as required. For example the LEP's audit and risk committee has an independent chair, and there are additional private sector representatives on the Growing Business Fund panel, which is a sub-panel of the IAC.

Key Issues

The IAC currently comprises 8 members, 4 private sector and 3 public sector members of the LEP Board. The Section 151 Officer of the Accountable Body or their representative is also a member.

The committee is quorate if in addition to the Chair the committee meetings are attended by 2 private sector board members and 1 public sector representative.

The amendment to the structure of the IAC will increase membership to 9 total members and will increase the overall private membership to 5.

Approval is being sought by written procedures in the absence of a December board meeting, in order that the recruitment of the additional IAC board member can run at the same time as the recruitment of two additional private sector LEP board members.

Link to the Economic Strategy and Local Industrial Strategy

The IAC provides a level of scrutiny on investments and grants to help to ensure that funding allocations support the development of schemes that deliver the Economic Strategy.

Recommendation

The LEP Board is recommended to support the amendment to the structure of the IAC, increasing by one additional private sector member. In addition, the LEP Board is recommended to approve the revised Terms of Reference of the Investment Appraisal Committee attached at Appendix 1.

Investment Appraisal Committee

Terms of Reference

Purpose

To ensure allocation of funding is delivered appropriately and in accordance with the Assurance Framework through the mechanism of LEP Programmes - Growing Places Fund, Growing Business Fund, Capital Growth Programme, EZ Accelerator Fund – or other funds as appropriate, and that the funding allocations support the development of schemes that deliver the Economic Strategy.

Functions

- Making an assessment as to the long term financial and legal viability of offering Growing Places Fund loan finance to clients and other.
- Making assessments on projects received through Capital Growth Programme, ensuring value for money, additionality and alignment with the Economic Strategy ambitions and Economic Indicators.
- Consider proposals for co-investment of the Enterprise Accelerator Fund for projects to be developed on Enterprise Zones, generating a rental return through co-ownership of a suitable built asset.
- Provide scrutiny to the Growth Deal spend profile and agree any reallocation of funds.
- Providing a strategic assessment of proposed LEP Programme bidding calls.
- Providing a final strategic assessment of projects and to make a decision on which projects should be approved for funding where the value of the LEP intervention is £500k or less.
- Make a recommendation to the LEP Board to approve or reject each request for funding received exceeding £500K.
- Approve contract variation to funding agreements after initial approval by the committee within £500k of the original agreed funding or delivery profile.
- Lead on the development of the LEP Investment Plan making recommendations to the LEP Board in the summer of each year which sets out the framework for LEP Programmes for the proceeding financial year.

Membership and Appointment

The committee will comprise a total of nine members. Seven committee members will be members of the LEP Board- four private sector members, three public sector. A further private sector member will be independent of the LEP Board. The Chair of the Committee will be appointed by the LEP Board, and a Deputy Chair shall be appointed to chair the Committee in the Chair's absence or if he/she elects to delegate the chair. The remaining member will be the Accountable Body Section 151 officer or their representative. Substitutes may only be accepted in exceptional circumstances and only for public sector members at the discretion of the Chair.

Quorum

Four members, of which at least two shall be private sector directors and includes relevant LEP Board Champion for the programme, one public sector Board member and the chair.

Attendance of non-members at meetings

Officers from the LEP Executive will attend meetings and present reports and recommendations, but will not be entitled to vote. Project applicants will not be entitled to

attend meetings unless it is deemed necessary. Meetings of the Investment Appraisal Committee will not be open to observers or other attendees.

Advisers

The Growing Business Fund uses independent appraisers to conduct the due diligence on each applicant to the programme. Adviser contracts will be compulsorily reviewed every 3 to 5 years

Meeting Frequency

A meeting will be scheduled to be held before each LEP Board meeting. If no decisions are forthcoming, the meeting can be cancelled. Ad hoc meetings can be scheduled if necessary, both in person and by conference call, particularly to review changes to outstanding projects.

Delegated Authority including limits

The committee will have a delegated responsibility from the LEP Board for financial decisions up to £500k.

The Investment Appraisal Committee will set the annual budget for the Growing Business Fund for each forthcoming financial year and will agree any variance to the budget during the delivery year should this be necessary. Authority will be delegated for Growing Business Fund (GBF) decisions to the GBF panel, which the LEP Board Champion for GBF and member of the IAC attends. The maximum award size under GBF will be £500k. A report will be provided on awards made by the GBF panel for each IAC meeting.

Authority is also delegated, through the GBF panel, to the ERDF funded Small Grant Scheme. The SGS, an on-line panel, will report decisions made to the GBF panel and in turn to the IAC. The maximum award size under SGS will be £25k.

Reporting procedures

The minutes of meetings will be circulated to all members of the LEP Board and will be published on the LEP website. The IAC will receive minutes from GBF, incorporating Small Grants Panel decisions to ensure alignment with investment decisions. IAC minutes will be published 10 days after meetings in accordance with LEP governance arrangements.

Decisions made by the IAC, GBF panel and Small Grants panel will be recorded in the LEP's register of decisions which is published online.

Communications

Meeting agendas will be circulated 5 working days before each meeting in accordance with LEP governance arrangements. Agendas will include all appropriate papers required to support any decisions to be made. Additional papers may be circulated by email between meetings as necessary.

Key stakeholders such as the Skills Board and the Local Transport Body will be consulted and informed on projects and decisions made.

Decisions will be communicated to applicants in advance of minutes being published.

Review

The membership of the Investment Appraisal Committee will be reviewed annually. The Committee shall, review its own performance once a year and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the LEP Board for approval.

Last Updated: 5th December 2018

LEP Audit and Risk Committee Terms of Reference

Purpose

To ensure the development and implementation of the LEP's policies on strategic risk management, financial reporting, audit process, system of internal controls, providing oversight and monitoring the integrity of these systems and ensuring compliance with the assurance framework.

Responsibilities

- Ensure that appropriate procedures are in place to identify, assess and manage risk from a strategic and operational perspective, to monitor implementation of Risk Management procedures and to report to the LEP Board as necessary.
- Manage strategic risk and have oversight of the operational risk which is managed by the Management Committee.
- Oversee the company's relations with the external auditor and has primary responsibility for making a recommendation on the appointment, reappointment and removal of the external auditors.
- Assess the independence and objectivity of the external auditor annually, taking into consideration relevant UK law, regulation and professional requirements.
- Review the effectiveness of the company's internal financial controls (that is, the systems established to identify, assess, manage and monitor financial risks).
- To review, and challenge where necessary, the actions and judgements of management in relation to the annual financial statement.
- to review and to provide advice on whether the Annual Report and financial statements, taken as a whole, are fair, balanced and understandable and provide the information necessary to assess the company's performance, business model and strategy.
- Oversees the development, implementation annual review of the LEP's Assurance Framework.

Membership and Appointment

The committee will consist of four members. An independent Chair will be appointed by the LEP board, the Accountable Body s151 Officer and two LEP Board members who are also appointed by the LEP Board. The LEP Chairman, members of the Investment Appraisal Committee and members of the Leadership Team shall not be members of the Committee. The accountable body s151 officer be allowed to delegate authority to a suitable representative from the Suffolk County Council team.

Quorum

The quorum necessary for the transaction of business shall be three of which include the independent Chair and the Accountable Body s151 Officer, or authorised representative. Substitutes may only be accepted in exceptional circumstances and only for public sector members at the discretion of the Chair.

Attendance of non-members at meetings

The LEP COO will provide management support. Other attendees include the Financial Controller, other individuals with oversight of risk, and a representative of the external auditor shall attend meetings at the invitation of the Committee. Other members of LEP Leadership Team may also be invited to attend meetings when required.

Meeting Frequency

Meetings shall be held twice a year and, where appropriate, will coincide with key dates in the LEPS's financial reporting cycle. The Chair of the Audit & Risk Committee, LEP COO or external auditor may request a meeting if they consider that one is necessary.

Delegated Authority including limits

The Committee is authorised by the LEP Board to investigate any activity within the Committee's terms of reference and, within its scope of responsibilities, to seek any information it requires and to ensure the attendance of management representatives at meetings as appropriate. The Committee has the authority to obtain outside legal or independent professional advice. The advisers may attend meetings as necessary and the cost of the advisers shall be within budgetary constraints.

Reporting procedures

Relevant key points will be reported through the LEP Board and recorded in the Board minutes which are published on the LEP website.

Review

The Committee shall, review its own performance once a year and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the LEP Board for approval.

The membership of the Committee will be reviewed annually.

Approved by LEP Board: 30 January 2019

Last Updated: 3 January 2019

Summary

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

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

The media dashboard is attached as an appendix to the report together with some images from the Horecava trade event.

Programme performance reports for the Enterprise Zones, the Growth Programme and New Anglia Capital can be found under item 13.

Recommendation

The board is asked to note to contents of the report.

And

The board is recommended to set a deadline of March 31st for continued participation in the Eastern Agritech programme. If funds are not released by March 31st by Government, the £1m allocated should be deallocated and a fresh proposal for its use brought to the board.

1) Programmes

This section provides a headline update on the LEP's main programmes.

Growth Deal

The **Capital Growth Programme** call closed at 5pm on 11th January 2019. The round has £19m available and the Programmes Team received 27 submissions as follows:

- 17 Applications that broadly fit the call for Skills, innovation & Productivity focussed projects, requesting a total of £53.463 million. These will be the main focus of the appraisal activity.
- 10 Applications that do not directly fit the call criteria including proposals for infrastructure projects such as highways improvements, and these will be the secondary focus of the appraisal.

Timetable. The timetable for the remainder of the call is as follows:

- Jan-Feb 19: Applications subject to a full independent appraisal; applicants may be required to respond to queries about their projects. Hewdon Consulting have received all the applications and are proceeding with the first stage of assessment of the projects.
- 27 Feb 19 - IAC consideration & recommendations; this may require additional enquiries and due diligence.

27 Mar 19 - LEP Board approval or rejection.

Successful projects are expected to draw down funding during the 2019/20 and 2020/21 financial years, with their final claims submitted by 31 Jan 2021. Projects that score highly against the Economic Strategy, but which do not meet the criteria of this focused call, will constitute a pipeline of possible investments for the future.

Growing Places Fund

December saw the completion of the majority of capital works on the Ipswich Tidal Barrier, part of a wider £70m flood defence scheme that commenced in 2016, supported by a £6.6m LEP Growing Places Fund loan.

Repayments of the loan are continuing as scheduled.

The barrier should be commissioned and handed over shortly. The official opening ceremony takes place on Friday February 8th.

Innovative Projects Fund

The call for Innovative Projects Fund closed at 5pm on 21st December 2018. A total of £500,000 is available for projects.

The Programmes Team received 21 applications amounting to a total investment request of £1,901,762 from the fund, with combined total projects cost of £5,252,459.

This represents potential match funding of £3,350,697 and a leverage of £2.76 for every £1 invested.

Nine of the submitted applications have expressed expenditure over 2 or more financial years, therefore the total funding request for the 2019/20 financial year is £1,523,219.

The project applications represent a range of sectors including six applications from the energy sector (including energy skills), five from the tourism sector, four applications from the ICT/Digital and Creative Industries, three applications relating to skills development and three concerning business growth and support. Of these, 11 projects cover both Norfolk and Suffolk, 6 cover Norfolk and 4 cover Suffolk.

Hewdon Consulting have now been commissioned to assess all the applications against the scheme criteria and a report incorporating recommendations for approval will be presented to the Investment Appraisal Committee at their March meeting.

Eastern Agritech

The grant offer letter from New Anglia LEP to the Greater Cambridge Greater Peterborough Combined Authority for the Eastern Agritech Growth Initiative has been drafted and a number of amendments to the delivery of the scheme, including improved reporting, communication and management of the programme agreed.

However the Government has still to agree to the release of Growth Deal funds to the Greater Cambridgeshire Greater Peterborough Combined Authority which means the scheme remains in abeyance.

Recommendation

The board is recommended to set a deadline of March 31st for continued participation in the Eastern Agritech programme. If funds are not released by March 31st by Government, the £1m allocated should be deallocated and a fresh proposal for its use brought to the board.

Enterprise Adviser Network and Careers Hub

All six Enterprise Coordinators have now been successfully TUPE transferred from Norfolk County Council and Suffolk County Council as of the 3rd December and are in post.

With a new Enterprise Coordinator having joined the team from the 7th January this takes the EC team to seven.

A new Enterprise Adviser and Careers Hub Manager, Glen Todd has been appointed and in post from the 7th January. He has joined from Reed in Partnership where he had experience of implementing and managing their Young Careers Contract which supported North London schools with their employer engagement, careers strategies and delivering the Gatsby Benchmarks.

The focus for the remainder of January is to organise the Hub Launch event and source Enterprise Advisers for those schools still outstanding.

2) Strategy

This section provides an update on the work being undertaken by the LEP's strategy team since the last board meeting. This includes work around skills, infrastructure and transport.

Delivery of the Economic Strategy

The Economic Strategy Delivery Co-ordinating Board met on 12th December where they discussed prioritisation of the high-level objectives and agreed the approach to developing an annual progress report on the Economic Strategy.

The first of a series of information bulletins has been developed and this will be sent out shortly.

The information bulletin provides an update on development of our Local Industrial Strategy and informs our stakeholders of progress against delivery of the Economic Strategy. Information bulletins will be sent out every 6 – 8 weeks.

Local Industrial Strategy

Government have now asked all LEPs to proceed with developing Local Industrial Strategies (LIS) there will be no further pilot rounds.

Chris Starkie, Lisa Roberts and James Allen held an inception meeting with Government officials on January 16th where our approach, themes and timeline for the development of our Local Industrial Strategy were officially signed off.

Metro Dynamics have been asked to provide independent expertise and support in developing the LIS and its evidence under the contract currently in place for the Economic Strategy. Work has commenced following an inception meeting between the LEP Executive and Metro Dynamics on 15th January.

The LEP has submitted an expression of interest to the LEP Network for a university researcher to assist with the analysis of evidence for our Local Industrial Strategy.

We are looking to start stakeholder engagement early in the Spring to help inform and develop the evidence base.

We will be using a range of methods and tools to do this, including digital communications, on-line surveys and business engagement events. We are also planning to hold a series of events for LEP Board, Local Authority Leaders and Sector Leads. We are proposing to hold the first of these on Tuesday, 5th March.

Inclusive Growth

James Allen met with Andy Cuthbertson and Matt Jones from Suffolk County Council to discuss how we can best engage the VCSE sector in Suffolk on 9th January. In addition, James attended the Great Yarmouth and Lowestoft Inclusive Growth group on 17th to discuss the latest activity in the sector and to look at an inclusive growth charter.

Offshore Wind Sector Deal

Following a stakeholder meeting towards the end of December, James Allen and Madeleine Coupe have worked up a draft offshore wind prospectus with key stakeholders from across the region to input into the Offshore Wind Industry Council ahead of the launch of the Offshore Wind Sector Deal.

The prospectus is designed to position the East of England as one of the key industry clusters in the offshore wind sector.

Tourism Sector Deal

James Allen and Madeleine Coupe met with DCMS' Head of Tourism on Tuesday 15th January to discuss the Tourism Sector Deal and set out the strengths, opportunities and challenges for the tourism sector.

This followed a call between Chris Starkie, James, Madeleine and Visit East of England with senior executives at Visit Britain on Monday 7th to ensure that both sides of the negotiations are informed of the LEP's position on the Sector Deal.

Funding

Emma Taylor joined the LEP in the new role of Funding Manager at the end of December, with a background in EU funding, bid writing and project management.

Emma is developing a draft Funding Plan to help New Anglia LEP maximise the full range of external funding opportunities available to deliver the Economic Strategy.

She also has a focus on EU funds, with significant funding still available until the current programmes close in 2023, regardless of the Brexit outcome.

She is updating the LEP's European Investment Strategy and will be working to share successes, best practice and lessons learned across all the EU-funded projects in the LEP area.

The LEP's revised European Investment Strategy will be brought to the board for sign off in March. The revised strategy will be shorter and punchier and more closely aligned with the Economic Strategy and Local Industrial Strategy.

Skills

Eastern Institute of Technology

The application was submitted on 21st November and interviews will take place between the 4th – 6th March. There has been a request by government to cluster the bid with Lincolnshire. Both parties are submitting commentary against this as it will lead to a huge geographical coverage which potentially is unworkable.

Working group meetings are being re-established to prepare for potential interviews and a successful outcome.

Sector Skills Plans

Skills Reach are continuing to develop four further sector skills plans - Emerging Technology, Education, Creative Industries and Clean Tech. Support is continuing where necessary with these as they need to be completed by the end of March due to the ESF guidelines.

Digital Funds

The Local Digital Skills Partnership bid was unsuccessful but we are still waiting to hear about the Digital Skills Innovation Fund. We will be contacting DCMS for further feedback.

Skills Advisory Panels

The Government is introducing skills advisory panels. These are effectively the equivalent of our Skills Boards. There is £75,000 of funding available to us to enhance our analytical base around skills and we have to submit a formal response by 25th January. We are looking at opportunities to maintain/update our sector skills plans over the coming two years, invest in further data sources and ensure key staff can utilise them fully.

Transport

LEP Network – ports and logistics – 23 November

This meeting was proposed by New Anglia LEP in order to discuss wider issues around the sector. The event was the first of its kind and was well attended by those LEPs who have an interest in the sector. The meeting discussed the following points as being important to the sector:

- Connectivity to the strategic road and rail network
- BREXIT
- Recruitment of HGV drivers
- Engagement with private sector port developers
- Pace of technological change
- Opportunities for clean growth

East-West Rail Consortium – 11 December

The East-West Rail Consortium meeting in December considered a new prospectus for the Eastern Section (Ipswich to Cambridge and Norwich to Cambridge) aimed at boosting the case for delivery

Transport East – 17 December

A wider stakeholder event took place at Trinity Park, Ipswich on 17 December. The event was well attended and considered how the Forum may engage young people and the wider business community in the future and also whether the Forum ought to consider any green themes as part of ongoing work.

New Anglia Transport Board Meeting – 12 February

The next meeting of the Transport Board will take place on 12 February. The meeting will consider revised terms of reference in light of the Tier 2 governance review, an update on Brexit and the Local Industrial Strategy as well as a member roundtable discussion on how partners are ‘Making the Integrated Transport Strategy Happen’

Great Eastern Main Line Taskforce

Work is continuing on the Network Rail GEML Study with a draft study report expected by the end of February. This work will feed into a wider economic study on the Great Eastern Main Line and development of a Strategic Outline Business Case which complies with Department for Transport’s rail enhancement process.

Key findings from the Network Rail study will be presented at the GEML Rail Conference on Friday 1st February which is taking place in Ipswich in the morning. If you would like further details about this conference, or you would like to attend, please contact Marie Finbow.

Infrastructure

National Infrastructure Commission – 28 November

The LEP hosted the National Infrastructure Commission at a roundtable event on 28 November. The event focused on building a digital society, low cost low carbon energy, revolutionising road transport and reducing the risks of drought and flooding and had a number of positive actions which the LEP executive are currently progressing including:

- Working towards full and quality digital connectivity across Norfolk and Suffolk and increasing take-up to reap wider benefits for the economy;
- Delivering a more efficient and varied energy generation and storage network, ensuring local as well as wider benefits are realised;
- Continuing to develop a strong and joined up public/private partnership focussed on delivery;
- Responding to the National Infrastructure Assessment through MP engagement; and
- Considering the case for a similar National Skills Commission.

A14 House of Commons Reception – 23 January

Suffolk Chamber of Commerce has organised a reception at the House of Commons to promote the case for the ‘No more A14 delays in Suffolk’ campaign as part of the Government’s second Roads Investment Strategy. This reception will take place on 23 January, with the LEP in attendance.

Greater South East Energy Hub – 1 February

The Greater South East Energy Hub is a collaboration of eleven LEPs who are working together to increase the number, quality and scale of local energy projects being delivered across the South East of the UK. A Hub Board meeting is scheduled for 1 February.

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.

Economic shocks

The LEP has been working with local authority and national government partners on two economic shocks.

In Norwich the parent company of Heatrae Sadia announced the closure of the site with the loss of just over 200 jobs.

In addition Philips announced it was consulting on the closure of the Philips Avent site at Glemsford with the loss of around 500 jobs.

In Norwich we are in touch with colleagues from the City Council and Norfolk County Council over potential support for Heatrae Sadia employees.

In Glemsford we have been liaising with colleagues at Babergh District Council and Suffolk County Council as well as the Department for International Trade (DIT) and the department for Business Energy and Industrial Strategy (BEIS) as well as local MP James Cartlidge.

A Taste of Success in the Netherlands

New Anglia LEP attended Horecava, the largest food, drink and hospitality trade event in the Netherlands with around 600 exhibitors and over 60,000 visitors. As the only UK region with a dedicated exhibition stand, 18 food and drink businesses from Norfolk and Suffolk promoted their products over 4 days to a major European audience.

The trade mission was sponsored and attended by New Anglia LEP, Department of International Trade (DIT), Norfolk and Suffolk County Councils and local businesses with additional funding support from the new ERDF Invest East programme.

Norfolk and Suffolk is well placed as Europe’s largest eastern gateway to the UK and is award-winning in sugar, cider, gin, wine, beer, chocolate, potatoes, poultry and pork production and with only 2% of the UK’s population produces 11% of the country’s food and drink.

The Norfolk and Suffolk stand at Horecava attracted much interest from wholesalers, distributors and retailers from across the Netherlands and beyond with particular interest shown in some of our artisan, ‘niche’ products. Senior representatives from DIT and the Dutch Embassy also attended a business reception held on the stand on the second day. Some images from the event accompany this report in Appendix B.

This trade initiative is part of a wider plan, led by New Anglia LEP, to strengthen economic and trading relations with the Netherlands across a number of key sectors including food and drink, energy and ICT and also builds on work started last year with the Dutch province of Drenthe.

Initial feedback suggests a number of the participants have already seen success from the initiative. More information will be provided at the board meeting.

LEP Network Activity

The LEP executive continues to be active participants in the work of the LEP Network. This includes participating in sessions with colleagues from around the country on issues including Brexit, skills, European funding and the implementation of the LEP Review.

We continue to provide advice to a number of other LEPs on a range of issues from HR and staffing to governance and incorporation.

4) 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. More detail on finances can be found in agenda item 12.

LEP Annual Performance Review

Doug Field, Chris Starkie, Rosanne Wijnberg and Johnathan Rudd together with finance officers Louise Aynsley and Holly Field from Suffolk County Council took part in the LEP annual performance review with Government earlier in the month.

The review focused on the performance of the LEP over the past year under three headings: governance, delivery and strategy.

The performance review acts as an annual gateway to ensure that the LEP’s performance remains on track and it is complying with rules and regulations set by Government.

The initial feedback was positive, but we will not know the outcome of the review until the middle of February as our score needs to be moderated regionally and then nationally in order to ensure consistency amongst LEPs.

There are four possible ratings – exceptional, good, requires improvement and inadequate. Last year we were ranked exceptional in our governance and strategy and good in delivery. This score was the equal highest of all LEPs – four of the 38 LEPs achieved this score.

Core Finances

Management accounts for period ended 31 December 2018 - year to date income is £1,309k with an operating surplus of just over £79k, this is ahead of budget by just under £66k.

Operating cash balance is £545k which is in line with management expectations

The LEP has received £378k from the Enterprise Zone Pot C fund. Further details can be found in the finance paper.

Recommendation

The board is asked to note to contents of the report

And

The board is recommended to set a deadline of March 31st for continued participation in the Eastern Agritech programme. If funds are not released by March 31st by Government, the £1m allocated should be deallocated and a fresh proposal for its use brought to the board.

Communications & Engagement December 2018

This dashboard shows outcomes and impact of communication during November 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

	November '18	December '18	December '17
Number of Twitter followers	7,350 (up 79)	7,421 (up 71)	6,624
Number of clicked links per month	285	150	n/a
Average Twitter engagements per day (likes, retweets etc.)	58.16	24.6	26.5
Number of impressions (number of times users saw our tweet)	102.2K	71.5K	127K
Number of LinkedIn company page followers	528 (up 32)	589 (up 61)	n/a
E-newsletter: open rate	42.68%	39.29%	19.85%*
E-newsletter: click-through rate	29.73%	25.41%	12.67%*

Earned media – coverage achieved through third-party outlets

	December '18	December '17
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	2 articles	1.5 articles

Top Tweet –



The top tweet about joining our board. This tweet had 1,311 media views

Media coverage

Region could get hundreds more turbines

Hopes wind farms will bring jobs boost

A turbine at the Sheringham Shoal Offshore Wind Farm. Picture: ARCHA

Thousands of skilled jobs could be created in Norfolk and Suffolk if new plans to build hundreds more wind turbines in our region are realised.

The Crown Estate has included East Anglia in a list of five areas in which it wants to lease offshore plots to wind farm companies in the coming

Chris Starkie, chief executive of business group New Anglia LEP, said: "We were pleased to see the Crown Estate identify the waters off Norfolk and Suffolk as potential locations for a fourth round of

TOM BRISTOW & DAVID BALE

news@barchant.co.uk

offshore wind farms.

"This reinforces the East's position as an international centre for the offshore wind industry. These wind farms would bring thousands of new well-paid jobs in construction, manufacturing and operations."

The projects would be on top of three wind farm schemes already planned off the Norfolk coast. It has been predicted that more than 50pc of the country's wind farms will be built off the Norfolk and Suffolk coast.

Full story: Page 6

More offshore wind farms could be coming to region

**TOM RILSTON AND DAVID
SALZ**

Thousands more wind turbines could be built off the Norfolk and Suffolk coast, potentially bringing thousands of skilled jobs to the region.

The Cruise Escape, which manages the world's most coveted itineraries, includes East Angles as one of five areas it wants to focus to enhance visitation for the next generation of tourists.

Three of the biggest wild places in the world are already planned off the Northfolk coast and these developments would come on top of that.

It has been estimated that more

It has been predicted that more than 50% of the country's wind farms will be built off the North Sea and Norfolk coast in years to come.

The news has been welcomed by the major economic benefits it could bring.

But concerns have been raised about the impact associated with offshore works could harm the region's tourism and coastal profile and it has been stressed development "should not come at

The latest plans go forward by The Crown Estate includes a stretch of coast to east Suffolk and east Norfolk, but not north Norfolk.

The north Norfolk coastline is still "under further consideration" for future developments, like Crown Estate said.

Those of the biggest wind farms in the world are already planned off the Norfolk coast. The companies by which these say they will provide enough energy to power more than four million homes – the equivalent of five thousand nuclear power stations.

The work will also affect more than 250 landowners and the impact on communities, businesses and the environment will be huge.

Verdeval wants to build two new wind farms, Vengroff and Borneo, within eight miles of the coast at Happisburgh.



John H. Garvey, Jr.
 President, American College of Trust and Estate Counsel



A photograph of a large offshore wind farm in the ocean. Several white wind turbines with three blades are visible, mounted on yellow and grey foundations. The sea is dark blue with some whitecaps. The sky is overcast with grey and white clouds.

farmer as they can bring economic benefits to the area. But it also depends on how it affects other stakeholders in the area.

William Wigg, group leader, which promotes agribusiness within various for-profit or social business models, is the first to be leaving the Chinese State to back an independent business of his own—the manufacturer (largely of his own) in the area.

Wigg is not alone in his plans with his former group, which will be leaving to do something "on its own." It is also going to remain in the area and will be responsible for a number of activities. Which of these activities are going to support the community? It is not clear.

Wigg is not alone in his plans. The new school has already planned all the new school buildings and other new school buildings and will be able to provide the same level of education as the old school. The new school buildings have been constructed with the same materials as the old school buildings, so that the new school buildings can be used to replace the old school buildings in the future.

New initiatives will also be needed in the countryside.

Andrew Fortgang, leader of the Liberal Party's rural and independent groups at Oxford's Quayside, Oxford, said reasonable money must be put into the countryside "not just to save it, but to use it."

Geoffrey Plant, leader of Great Yarmouth's Borough Council, said:

"If it's going to be happening over the next 10 years in the countryside, then, if we're not to have a disaster where, because there are no jobs, people are going to be going out. There's a whole range of things that have to be done which I think are crucial."

And with British money going up so fast as to be almost of comparison to the European exchange rate, says:

"We have got an excellent opportunity to jump into all of this, and to really be the first to take advantage of these changes. The wine farms present a great opportunity for the wine, but also for the tourism, the culture, the food."



Shower, the
best thing that
I could
have done
for my hair
was to
wash
it.

18 JANUARY 2005

Public Engagements



News of planned expansion and job creation in the renewable energy industry received front page coverage, with quotes from the LEP featuring prominently.

Coverage also included Growing Places Fund grants to support the Hawk and Owl Trust in north Norfolk and the SouthGen community project in Southwold.

The board and executive team attended **17** (2 out of region) engagements during the past month.



New Anglia Local Enterprise Partnership Board
Wednesday 30th January 2019

Agenda Item 14

January Programme Performance Reports (PPR)

Author: Programme leads; Presenter: Rosanne Wijnberg

Summary

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

- Growth Programme; Jason Middleton
- Enterprise Zones; Julian Munson - Confidential
- New Anglia Capital; Hannah Smith - Confidential

Recommendation

The board is asked to note the reports.

Business Growth Programme Performance Report

Programme Overview - What is the Business Growth Programme?

The New Anglia Growth Programme is the LEP's flagship business support programme and comprises three main elements:

- New Anglia Growth Hub, offering free and impartial advice to individuals and businesses as well as signposting them to a range of additional support
- New Anglia Small Grant Scheme, providing grants between £1,000 and £25,000 to SMEs to enable growth, increased productivity and job creation
- Start-up and Early Stage Support Programme, providing specialist support to help people set up a successful new business – delivered by partners NWES and Menta

The Programme year runs from September to August, however, the data is presented as the financial year, April to March

The Programme was developed following a review of business support in 2013, overseen by the LEP Board

All elements of the Programme were built into the LEP's Strategic Economic Plan (2014), with funding for the current programme coming from BEIS and ERDF funding

What is the overall Programme Status?

Finance	Green	The Programme is on target according to the revised profile approved by MHCLG in September 2019
Outputs	Green	On track to meet its outputs for the period to the end of August 2021
Delivery	Green	The Programme is performing well in terms of delivery with new activity for the next three years being finalised

What are our key updates?

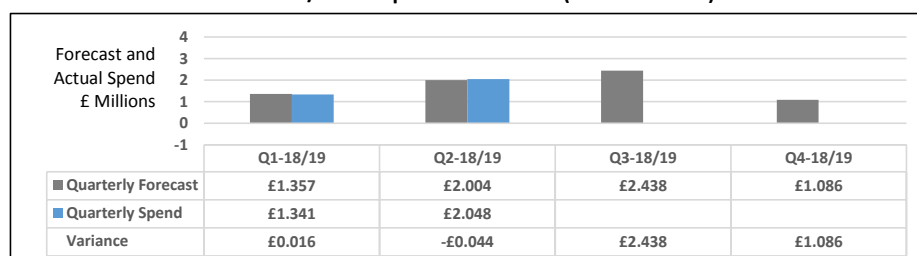
- An additional £7.4m of ERDF funding (£14.8m including match funding) has been approved by MHCLG, to enable the Programme to operate until the end of August 2021
- The Programme has committed all the private sector match funding needed to successfully draw down the ERDF funding until the end of December 2019
- The Programme is placing a greater emphasis on targeting SMEs with High Growth potential, providing 'bespoke' support to unlock economic growth more effectively

What is our financial position?

Financials (£ million)

Year	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/22	Total
Profile Spend	£0.306	£1.300	£3.321	£6.885	£5.895	£5.829	£2.251	£25.787
Actual Spend	£0.306	£1.300	£3.321	£3.389				£8.316
Remaining Spend	£0.000	£0.000	£0.000	£3.496	£5.895	£5.829	£2.251	£17.471

2018/2019 Expenditure Profile (£6.885 million)



What is our contribution to the Economic Strategy?

Outputs - Cumulative from September 2015 to August 2021	Target	Claimed to end of November 2018	Monthly Change	Notes
Businesses receiving grants	330	231	5	Ahead of target
Businesses receiving 'in-depth' support - more than 12 hours	1,108	472	35	On track to meet target
Businesses start-ups supported	1,350	593	17	Behind target due to Nwes under-performance
Value of grants received by businesses	£3.22m	£1.57m	£0.03m	On track to meet target
Private investment provided by businesses	£12.89m	£6.75m	£0.099m	On track to meet target
Employment increase in supported businesses	1,560	693	78	On track to meet target
Businesses introducing new products	53	37	1	On track to meet target
Businesses receiving Information/Diagnostic/Brokerage	4,236	2,126	0	On track to meet target

What is the project status?

Overall:	Amber →	
Growth Hub	Green →	The Growth Hub is delivering well and making good progress with regards to its targets
Small Grant Scheme	Green ↓	The Scheme has grants committed for one year ahead of the spend profile
Start-Up (Nwes)	Red →	Concerns have been reaised regarding output performance; We are working with Nwes/Menta to mittigate against this
Start-Up (Menta)	Green →	Menta are performing around 25% above their agreed target and have exceeded their August 2018 target

What are the next steps?

- Two 'Scale-Up Programme' events are being delivered in February and March 2019 to support sector growth
- The Due Diligence Officer has now been appointed and will take up post on the 14th January 2019
- A new marketing strategy, covering the next three years of operation, will be published in February 2019
- Following a meeting with the Nwes Chief Executive in December, they will be confirming their ability to deliver against their profile in January 2019

New Anglia Local Enterprise Partnership Board
Wednesday 30th January 2019

Agenda Item 14

Finance Report

Author: Keith Spanton; Presenter: Rosanne Wijnberg

Summary

This report provides board members with an update from the finance department on the LEP's finances to the period ending 31 December 2018.

The report includes **confidential** appendices:

- Appendix A - Core management accounts period ended 30 November 2018
- Appendix B - Core management accounts period ending 31 December 2018
- Appendix C - Core monthly and year to date graphs
- Appendix D - Balance sheet extract to 31 December 2018

Management accounts

The LEP's core income and expenditure account and graphs for the months ended 30 November and 31 December 2018 are shown in confidential appendix A, B and C.

Year to date – 30 November 2018

Headline figures for the eight months are: Total income £1,108,045 of which £498,664 represents core contribution with recharges and other income of £609,381 making up the balance. Costs to 30 November total £1,067,778 leaving a surplus of £40,267, ahead of budget by £28,798.

Year to date – 31 December 2018

Headline figures for the nine months are: Total income £1,308,686 of which £610,997 represents core contribution with recharges and other income of £697,689 making up the balance. Costs to 31 December total £1,229,375 leaving a surplus of £79,311, ahead of budget by £65,960.

In December the LEP received an additional £200,000 from government to assist with the implementation of the LEP Review and development of our Local Industrial Strategy. This covers the financial year 2018/19 and the income is being phased in over the four remaining months, between December 2018 and March 2019 at £50,000 per month.

Details of any larger variances will be explained at the board meeting

Management accounts reporting

When New Anglia LEP formed, the board agreed to separate the LEP's core, or operational, costs from the programme costs. This was agreed to demonstrate that the LEP could operate sufficiently on the governments allocated core funding plus local authority matched funding.

Whilst the LEP's statutory financial accounts have been reported this way the monthly management accounts have reported only core costs. Core costs typically include: strategy, marketing and communications, finance & operations, inward investment & sectors and board costs.

What they do not cover is the LEP's programme income and expenses. These programmes are: Growth Deal (which includes Growing Places and Growing Business Fund), Business Support programmes via BEIS and ERDF, Enterprise Zones, and Enterprise Advisor Network. These programme costs are ring-fenced and are funded through a variety of income streams with different income profiles.

These programmes are currently reported through individual Programme Performance Reports (PPR). In addition to these reports the LEP executive is working on a reporting cycle and format to provide further clarity on the financial performance of these programmes as a whole for the year 2019/20.

Balance Sheet – 31 December 2018

Confidential appendix D is a balance sheet extract which details loans issued through the Growing Places Fund and the LEP's bank balances for the financial period ending 31 December 2018. Loans issued and still to be repaid total £12.9m and these are listed along with their respective long stop dates. The total of the bank balances is £45.8m with the majority being the Growth Deal and Growing Places, being held by Suffolk County Council on our behalf.

Recommendation

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

New Anglia LEP Board Forward Plan - 2019

Date	Venue	Forward Looking	Governance & Delivery
30 th January	The Innovation Centre, University of Suffolk	<ul style="list-style-type: none"> • Aims and Objectives for the Year • Place Branding update • Brexit 	<ul style="list-style-type: none"> • Election of deputy chair • New Anglia LEP Diversity Champion • Amendments to Committee Terms of Reference • Growth Programme Performance Report • Enterprise Zones Performance Report • NAC Bi-Annual Report • Remuneration Committee Update
27 th February	The Ideas Factory, Norwich University of the Arts	<ul style="list-style-type: none"> • Place Branding in Norfolk & Suffolk presentation • Brexit 	<ul style="list-style-type: none"> • Private Sector Board Appointments • Economic and Programme Dashboards • Growth Deal Performance Report
27 th March	Birketts Solicitors, Ipswich	<ul style="list-style-type: none"> • LEP Delivery Plan and budget for agreement • Brexit 	<ul style="list-style-type: none"> • ESIF strategy amendments • Capital Growth Programme Projects • LEP Local Assurance Framework • Enterprise Zones Performance Report • Agritech Report
April			
23 rd May	Kings Lynn Innovation Centre	<ul style="list-style-type: none"> • Brexit 	<ul style="list-style-type: none"> • Growth Programme Performance Report • Growth Deal Performance Report • Economic and Programme Dashboards
25 th June	Gainsborough House, Suffolk	<ul style="list-style-type: none"> • Brexit 	<ul style="list-style-type: none"> • Enterprise Zones Performance Report • Agritech Report
23 rd July	Norwich Castle, Norfolk	<ul style="list-style-type: none"> • Brexit 	<ul style="list-style-type: none"> • Draft accounts • Growth Programme Performance Report • NAC Bi-Annual Report
August			
25 th September	Suffolk	<ul style="list-style-type: none"> • Brexit 	<ul style="list-style-type: none"> • Enterprise Zones Performance Report • Economic and Programme Dashboards • Growth Deal Performance Report
25 th September	Suffolk	New Anglia LEP AGM	
30 th October	Norfolk	<ul style="list-style-type: none"> • Brexit 	<ul style="list-style-type: none"> • Growth Programme Performance Report • Agritech Report
27 th November	Adastral Park, Suffolk	<ul style="list-style-type: none"> • Brexit 	<ul style="list-style-type: none"> • Economic and Programme Dashboards • Growth Deal Performance Report
December			
No Board Meeting			

Standing Items: Chief Executive's Report, Finance Report, Board Forward Plan

Items to be Scheduled

- Local Industrial Strategy Update
- Local Industrial Strategy Sign Off
- UK Shared Prosperity Fund
- Economic Strategy Annual Review
- Digital Skills
- Tri LEP Energy Strategy
- LEP Programme Beneficiaries
- Enterprise Adviser Network Programme
- Sector Deals
- Cambridge – Norwich Tech Corridor Update
- Enterprise Zone Update
- Inward Investment Delivery Plan Models