

New Anglia Local Enterprise Partnership Board Meeting

Wednesday 20th June 2018

10.00am to 12.30pm

The Council House, University of East Anglia, Norwich

Agenda

No.	Item	Duration
1.	Welcome	20 mins
2.	Apologies	
3.	In Memorium – Minute’s Silence for Cliff Jordan	
4.	Declarations of Interest	
5.	Introduction – David Richardson	
6.	Actions / Minutes from the last meeting	
Forward Looking		
7.	Place Branding	For Approval
8.	Inward Investment	For Approval
9.	Skills	Update
Governance and Delivery		15 mins
10.	Enterprise Adviser Network	For Approval
Break		10 mins
Governance and Delivery		60 mins
11.	Local Energy Strategy	For Approval
12.	Capital Growth Programme: Honingham Thorpe Food Enterprise Park - Confidential	For Approval
13.	Revenue Funding Framework	For Approval
14.	Growth Deal Quarterly Dashboard	For Approval
15.	Chief Executive’s Report	Update
16.	Finance Report including Confidential Appendices	Update
17.	Board Forward Plan	Update
18.	Any Other Business	Update

Next Meeting: 10.00am – 12.30pm, 19th September 2018

Venue: Aviation Academy, Anson Road, Norwich

**New Anglia Board Meeting Minutes (Unconfirmed)
23rd May 2018****Present:**

Cllr David Ellesmere (DE)	Ipswich Borough Council
Doug Field (DF)	East of England Coop
John Griffiths (JG)	St Edmundsbury Borough Council
Dominic Keen (DK)	High Growth Robotics
Colin Noble (CN)	Suffolk County Council
Andrew Proctor (AP)	Broadland District Council
Johnathan Reynolds (JR)	Nautilus
Sandy Ruddock (SR)	Scarlett & Mustard
Alan Waters (AW)	Norwich City Council
Jeanette Wheeler (JW)	Birketts
Tim Whitley (TW)	BT

In Attendance:

Alison Thomas (AT)	Norfolk County Council (For Cliff Jordan)
Richard Lister (RL)	University of Suffolk (For David Richardson)
Corrienne Peasgood (CP)	Norwich City College (For Nikos Savvas)
Sue Roper (SuR)	Suffolk County Council
Vince Muspratt (VM)	Norfolk County Council
Shan Lloyd (SL)	BEIS
Chris Dashper (CD)	New Anglia LEP
Ellen Goodwin (EG)	New Anglia LEP (For Item 5)
Julian Munson (JM)	New Anglia LEP (For Item 6)
Chris Starkie (CS)	New Anglia LEP
Helen Wilton (HW)	New Anglia LEP
Rosanne Wijnberg (RW)	New Anglia LEP

Actions from the meeting: (23.05.18)	
Item 6 Enterprise Zones To receive further information on the make up of jobs on EZs and the rationale for companies moving into the zones.	JM
1	Welcome from the Chair
<p>Doug Field (DF) welcomed everyone to the meeting and including Corrienne Peasgood deputising for Nikos Savvas and Richard Lister deputising for David Richardson. DF asked Alison Thomas (AT) to pass on the best wishes of the Board to Cliff Jordan.</p> <p>DF welcomed Board members to the Coop Education Centre and introduced a short film celebrating 150 years of the Coop.</p>	
2	Apologies
Apologies were received from: Cliff Jordan, Steve Oliver, David Richardson, Lindsay Rix and Nikos Savvas	
3	Declarations of Interest
<p>Full declarations of interest can be found at http://www.newanglia.co.uk/about-us/the-board/.</p> <p>Item 8 Capital Growth Programme Projects <u>Projects recommended for Rejection</u> Colin Noble, Corrienne Peasgood, Richard Lister, Sue Roper <u>Projects recommended for Approval</u> Alan Waters, Andrew Proctor, Alison Thomas and Vince Muspratt.</p> <p>Attendees were reminded that all Board deputies would be required to complete a Register of Interests Form.</p>	
4	Minutes of the last meeting 18th April 2018
<p>The minutes were accepted as a true record of the meeting held on 18th April 2018.</p> <p><i>Actions from last meeting updated as follows:</i></p> <p>Chief Executive's Report To receive regional branding examples from Hayley Mace - Complete</p> <p>Institute of Technology An IoT brochure is being completed and will be circulated to Board members when available – More copies of the brochure are being printed but PDF versions of the document are available for Board Members at the meeting - Complete</p> <p>Chris Starkie (CS) reviewed the updates to the action log and advised that he had written to the Combined Authority and is now liaising over a paper which will go to the June Combined Authority Board meeting.</p>	
5	Integrated Transport Strategy
<p>Ellen Goodwin (EG) provided the Board with details of the work carried out to date to produce the Integrated Transport Strategy and the next steps in the approval process.</p> <p>The strategy has been endorsed by Norfolk and Suffolk County Councils and, subject to minor amendments requested by both Councils, will progress to proofing and then publication. A delivery plan will be produced and presented at the September Board meeting.</p> <p>The meeting discussed the strategy and noted that projects should be prioritised in order to achieve the most deliverables. The strategy should also link in to Transport East's plans. Johnathan Reynolds (JR) suggested that the strategy should link to the sector plans and also be more explicitly tied in with the Energy Strategy.</p>	

	<p>The Board agreed:</p> <ul style="list-style-type: none"> • To note the content of the report • To adopt the Integrated Transport Strategy • To support the next steps in the strategy 	
6	Enterprise Zones	
	<p>Julian Munson (JM) provided the Board with a presentation on the background to the current Enterprise Zones (EZs) and their achievements to date. The Board was advised that work is ongoing on the development of an inward investment delivery plan which will include EZs as part of the region's attraction to businesses.</p> <p>DF asked what level of LEP resource was required to support the EZs. JM confirmed that two full-time and one part-time member of the LEP executive managed the EZs with additionally 50 per cent of JM's time. Significant additional resource was also provided by local authority partners. A service charge to Local Authorities was in place to cover the LEP's costs. It was noted that additional resource may be required in future for lead generation.</p> <p>Jeanette Wheeler (JW) advised the meeting that Birketts was about to move into their new building on an EZ and stressed the quality of the site. The Board was invited to hold a future meeting at the office.</p> <p>The meeting discussed the importance of understanding numbers of new jobs created, whether they were truly additional or just sustaining existing employment, and those which have just relocated when a company moves onto an EZ. The Board agreed that the issue of job displacement needed to be understood more fully and asked for analysis on new and sustained jobs. This analysis should also include the company's motives for moving.</p> <p>AP asked about the spending plans for the income from the EZs. JM noted there is a delivery plan for each site using Pot B funds. CS advised that the Pot C revenue is funding available to be invested by the LEP and that a proposal for using this money would be presented at the June Board.</p> <p>Tim Whitley (TW) requested further detail of investment already carried out in the region which would support marketing of the East and demonstrate the extent of historical and ongoing investment in the region. John Griffiths (JG) stressed the importance of highlighting successful case studies.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> • To note the content of the presentation • To endorse the approach to inward investment and forward plan. • To receive further information on the make up of jobs on EZs and the rationale for companies moving into the zones. 	JM
7	West Suffolk College Engineering Centre 2nd Phase	
	<p>Chris Dashper (CD) presented the paper on the Engineering and Technology Centre at West Suffolk College and requested approval from the Board on the recommendation of the Investment Appraisal Committee (IAC) to release of the remaining £3 million for the refurbishment of part a building in order to create a new Engineering and Technology Centre.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> • To note the content of the report • To approve the release of £3m to fund the 2nd Phase of the West Suffolk College Engineering Centre 	
8	Capital Growth Programme Projects	
	<p>CD reviewed the assessment process carried out to date on those projects which had provided further information as part of the latest call. A number of projects had chosen to withdraw from the process.</p>	

The Board was advised that the remaining projects had been then been divided into three categories – Recommend Rejection. Recommend Approval and Recommend Approval as an award from the Growing Places fund.

The meeting then reviewed each group of recommendations in turn.

Recommendations for Rejection

Colin Noble (CN), Corrienne Peasgood (CP), Richard Lister (RL) and Sue Roper (SuR) left the room.

CS advised that these projects, whilst recommended for rejection, would be able to reapply at the future call.

CD confirmed that all rejected projects would receive a full response and would be advised when a future call take place. They would be also given feedback on the appraisal carried out.

David Ellesmere (DE) advised that the LEP's Investment Appraisal Committee had met prior to the Board meeting on 23rd May to review the recommendations.

The committee supported all the recommendations bar one.

He outlined that the IAC has agreed that The Hold Project should be awarded £250k from the Growing Places Fund, which is in line with similar cultural and heritage projects also supported by GPF.

The board agreed that this decision, because of the value of the award (£250k) falls within the remit of the IAC. The board endorsed the IAC decision.

The Board agreed to reject the remaining projects as per the recommendation.

JG, CP & RL returned to the room.

Alan Waters (AW), Andrew Proctor (AP), Alison Thomas (AT) and Vince Muspratt (VM) left the room.

Projects for Approval

CD noted that there was an over-allocation against the £9m allocated to the original call due to the inclusion of the Gt Yarmouth Flood Defences.

The Board was advised that if this project was put back to a future call there was a significant risk of losing matched funding from the Environment Agency of more than £31m.

This still leaves £19.5m left for the next call.

DE noted that the Norwich Castle Investment was dependant on Heritage Lottery Funding and LEP support would significantly assist this bid.

JW asked whether the amounts agreed were as per the original requests. CD advised that all had been negotiated down but projects remained deliverable.

JR queried the number of jobs created through the GY project as the figures were based before the oil price crash. The board was reassured that even if the numbers were revised downwards the cost benefit of the scheme was still significantly above the required level to justify the investment.

The Board approved the recommendations as per the proposal.
All remaining Board members returned to the room.

Board agreed:

- To note the content of the report
- To approve the award of Capital Grant Programme grant funding to the following projects:
 - A140 Hempnall Roundabout - £650,770

	<ul style="list-style-type: none"> o Eye Airfield Link Road - £1.46m o Great Yarmouth Flood Defences - £8.2m o Snape Maltings Flood Defences - £125k o To reject those projects as recommended with the exception of The Hold - Suffolk Archives Services o To endorse the decision of the IAC to award The Hold, Suffolk Archives Services, a £250,000 Growing Places Fund Grant. <ul style="list-style-type: none"> • To award Growing Places Fund Grants to the following projects: <ul style="list-style-type: none"> o Gainsborough House National Centre - £250k o Norwich Castle 'Gateway to Medieval England' - £500k (subject to the award of Heritage Lottery Funding) 	
9	Speculative Development	
	<p>CD reviewed the paper as included in the Board pack which was requested by the IAC to cover the engagement in speculative development.</p> <p>DF queried the success rate of the repayment of loans provided to date. CD confirmed that all had been repaid including those where the loan period had been renegotiated. DE confirmed that the IAC recommended supporting the strategy. The Board was advised that any such investments would require prior investment and would need business plans in place being presented to the LEP. Investments up to £500k can be approved by the IAC but it was agreed that the first few investments would be presented to the Board for approval as well for reassurance.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> • To approve adoption of the framework for speculative development. 	
10	Growing Places Fund – Atex Park Loan	
	<p>CD presented the paper on Atex Park and provided the Board with the background to the investment and advised that a tenant has now been identified for the business units. The investment has been assessed as per the speculative development framework and scored within the agreed range to secure investment. DE confirmed that the IAC recommended approval. DF requested that in future similar proposals include details of what the applicant originally requested and what was originally agreed.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> • To approve a recommendation made by the IAC to offer of a £630,000 loan to the applicant towards the development of commercial space on Atex Park. 	
11	Data Dashboard	
	<p>Rosanne Wijnberg (RW) presented the two dashboards to the meeting.</p> <p>DF asked whether there was any issues highlighted by the data. CD advised that private sector investment and new dwellings were reported as behind target but there were no concerns that these would not be achieved. The results were captured when projects were completed resulting in timing issues in reporting the figures. Board members were requested to provide feedback to Rosanne Wijnberg (RW). Tim Whitley (TW) requested that comparison data be included in future report.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> • To note the content of the dashboards 	
12	PwC Report – Review of Implementation	
	<p>CD reviewed the updates to the PwC Implementation Plan. AT requested that any regular Board deputies be included in any future training provided for Board members. DE suggested that formal vice-chairs be appointed for each body. CD noted that the Board can agree for each body to amend its own Terms of Reference to include Vice-chairs.</p>	

	<p>The Board agreed:</p> <ul style="list-style-type: none"> To note the content of the report For Vice-Chairs to be appointed for each of the main LEP Bodies. 	
13	Chief Executive's Report	
	<p>CS reviewed the Chief Executive's report and highlighted the following items: Audit & Risk Committee – An introductory meeting had been held with Nick Banks as the prospective independent chair of the Committee. CS requested approval to appoint Nick Banks from the Board. EloT – A successful dinner has been held and the response to the bid is awaited. Copies of the brochure are available for Board members at the meeting. Careers Hub – a bid will be submitted by 25th May with over 30 schools and colleges already signed up. Table of Related Parties – Current entries had been circulated to Board members for review and amendment as required. Any queries should be submitted to Keith Spanton.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> To note the content of the report To appoint Nick Banks as Chair of the Audit and Risk Committee 	
14	Finance Report	
	<p>CS reviewed the key points of the paper and asked for questions from the Board. He advised that the audit is underway and a tender will be carried out for the next year's audit.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> To note the content of the report 	
15	Board Forward Plan	
	<p>CS reviewed the items to be covered at the June Board.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> To note the content of the plan 	
16	<p>Any Other Business</p> <p>DK noted that there were businesses approaching the GBF re investment in automation and further investigation into these requests would be useful.</p> <p>TW informed the Board that BT are looking for apprentices at Adastral Park. JW noted that Norfolk Schools were not always advised about such subjects. TW agreed to ensure that future communications covered both Norfolk and Suffolk schools and colleges.</p> <p>DF thanked CN for his time on the Board. This was fully supported by the meeting.</p>	

Next meeting:

Date and time of next meeting: 10.00am – 12.30pm, 20th June 2018

Venue: The Council House, UEA, Norwich

Actions from New Anglia LEP Board Meetings

Date	Item	Action	Update	Actioned By	Status
23/05/2018	Enterprise Zones	To receive further information on the make up of jobs on EZs and the rationale for companies moving into the zones.	Furrther investigation is ongoing	JM	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	CS and JR liaising	CS/JR	On-Going
21/02/2018	Brexit Analysis	To receive an action plan detailing the next steps, timescales and measures of success	Draft action plan is being produced & will be presented at the September Board meeting	LiR	On-Going
22/11/2017	Business Performance Reports	To receive a proposal on the Eastern Agi-Tech initiative by email.	CS has written to the Combined Authority and is now liaising over a paper which will go to the June Combined Authority Board meeting	CS	On-Going

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

Date	Decision Making Body*	Decision Made
06/06/2018	Growing Business Fund Panel	<p>The Panel approved the following applications:</p> <ul style="list-style-type: none"> • Omega Ingredients Limited – Agreed to support Condition applied: £40,000 • Advance Engineering (UK) Limited - Agreed to support Approved Grant: £98,600
23/05/2018	LEP Board	<p>The Board Made the following decisions:</p> <p>Integrated Transport Strategy To adopt the Integrated Transport Strategy and support the next steps in the strategy</p> <p>Enterprise Zones To endorse the approach to inward investment and forward plan.</p> <p>West Suffolk College Engineering Centre 2nd Phase To approve the release of £3m to fund the 2nd Phase of the West Suffolk College Engineering Centre</p> <p>Capital Growth Programme Projects To approve the award of Capital Grant Programme grant funding to the following projects:</p> <ul style="list-style-type: none"> • A140 Hempnall Roundabout - £650,770 • Eye Airfield Link Road - £1.46m • Great Yarmouth Flood Defences - £8.2m • Snape Maltings Flood Defences - £125k • To reject those projects as recommended with the exception of The Hold - Suffolk Archives Services • To endorse the decision of the IAC to award The Hold, Suffolk Archives Services, a £250,000 Growing Places Fund Grant. <p>To award Growing Places Fund Grants to the following projects:</p> <ul style="list-style-type: none"> • Gainsborough House National Centre - £250k • Norwich Castle 'Gateway to Medieval England' - £500k (subject to the award of Heritage Lottery Funding) <p>Speculative Development To approve adoption of the framework for speculative development.</p> <p>Growing Places Fund – Atex Park Loan To approve a recommendation made by the IAC to offer of a £630,000 loan to the applicant towards the development of commercial space on Atex Park.</p> <p>PwC Report – Review of Implementation For Vice-Chairs to be appointed for each of the main LEP Bodies.</p> <p>Chief Executive's Report To appoint Nick Banks as Chair of the Audit and Risk Committee</p>
23/05/2018	Investment Appraisal Committee	<p>The IAC made the decision to present the following items to the LEP Board Meeting on 23rd May for approval:</p> <p>Capital Growth Programme The A140 Hempnall Road - £650,770 The Eye Airfield Link Road – £1,460,000</p>

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

		<p>The Great Yarmouth Flood Defences – £8,200,000 The Snape Maltings Flood Defences - £125,000</p> <p>Growing Places Fund The Gainsborough’s House National Centre - £250,000 The Norwich Castle `Gateway to Medieval England` - £500,000 (subject to receipt of HLF Funding) The Hold – Suffolk Archives Services – £250,000 The IAC also agreed to present the committee recommendation at the LEP board meeting on the 23rd May 2018 for the Projects recommended for rejection are rejected with the exception of The Hold- Suffolk Archives Services</p> <p>Speculative Development Paper The IAC agreed to present the committee recommendation at the LEP board on 23rd May 2018 for the Speculative Development document to form part of the decision making process when assessing speculative development loans.</p> <p>Atex Developments To present the committee recommendation at the LEP board on 23rd May 2018 for a loan of £630,000 to Atex Developments</p>
02/05/2018	Growing Business Fund Panel	<p>The Panel approved the following applications:</p> <ul style="list-style-type: none"> • Warren Services Limited - Agreed to Support Approved Grant: £32,000 • Food Forensics Limited - Agreed to Support Approved Grant: £36,980 • Renvale Limited - Agreed to Support Approved Grant: £184,552
18/04/2018	LEP Board	<p>The Board made the following decisions: LEP Capital Budget 2018/ 19 – Confidential To approve the 2018/19 capital budget To approve the allocation of £1m from the GPF fund budget to New Anglia Capital. To approve the allocation of £1m to Agritech subject to the production and approval of a business plan</p> <p>Review of Professional Advisers To approve the development of a supplier procurement framework To carry out a retendering process for the audit</p> <p>Decision Log To approve adoption of the decisions log</p> <p>Growth Deal Quarterly Dashboard To agree the Quarterly Dashboard.</p>
18/04/2018	Investment Appraisal Committee	<p>The IAC made the following decisions: West Suffolk College Engineering and Technology Centre It was agreed that the proposal would be presented at the LEP board meeting on the 23rd May 2018 for the release of the remaining £3m to West Suffolk College Engineering and Technology Centre Any Other Business</p> <p>Cash Deposits – It was agreed that funding would be deposited until drawn down by the approved projects</p>
11/04/2018	Remuneration Committee	<p>The Committee made the following decisions: 360-degree feedback The committee agreed that this would be used initially with the CEO in August 2018.</p>



New Anglia Local Enterprise Partnership Board
Wednesday 20th June 2018

Agenda Item 7

Place Brand Development for Norfolk and Suffolk

Author: Hayley Mace and Julian Munson Presenter: Hayley Mace

Summary

This paper outlines plans for further development of a single place brand for Norfolk and Suffolk (currently branded as The East). It connects strongly with agenda item 7 – inward investment and international strategic framework.

Recommendation

The Board is recommended to agree funding of £50,000 for the first stage of brand development and to agree a timeline of activity.

The Board is also asked to note proposals for second stage of work, which includes creation and implementation of a full-mix marketing suite and online portal. The second stage of work will be funded, in part, by the ERDF Invest East bid.

Background

In summer 2016, initial work was carried out to develop a unifying place brand for Norfolk and Suffolk. Two workshops were held, involving local authorities, businesses, charities and education groups, and The East brand was established.

Since 2016, this branding has been applied to a range of projects. These include partnership projects to highlight initiatives which belong to the region and not to the LEP alone, such as the Economic Strategy for Norfolk and Suffolk, the Transport Strategy, and the Institute of Technology bid. It has also been used for inward investment activities, including the overarching branding for both counties at MIPIM UK.

However while the logo is used by the LEP, the high-level brand values and messages are not widely used and work is required to develop values and messages which will garner support from local partners and businesses.

As the Economic Strategy firmly emphasises the need for consistent place branding and an overarching International Offer, it has been agreed that further brand development work is required to develop strong and cohesive messages, values and a visual identity which brings together our world-class inward investment and business location offer to stand alongside other areas of the UK and the world.

The development of the strategy identified a number of strong local assets and opportunities, but partners believed that many are currently undersold. This unifying brand will sit as an ‘umbrella’ above a large number of more local place, business and investment brands (such as Invest Suffolk, Locate Norfolk and other initiatives such as the Cambridge to Norwich Tech Corridor). It

is intended to coordinate and amplify our region’s Offer to the World, and not to replace any existing campaigns or brands.

A workshop was held in April 2018 with three LEP board members to discuss the values the brand needs to highlight, how this brand can be used by businesses and the marketing materials which will be required to deliver efficient, proactive campaigns in future. It was agreed that as well as inward investment activity, this brand – and the materials subsequently produced in the second stage of work – will be used for campaigns to attract skilled people to work in the region. This is another key element in the Economic Strategy.

It was agreed at the workshop that while creating a professional visual identity is important, work also needs to be undertaken to develop the strong messages, brand values and USP for the region. Much of this will be based on the significant work already carried out to develop the Economic Strategy for Norfolk and Suffolk. The input from this workshop has been used to inform the recommendations in this board paper.



Background: Initial workshops developed The East brand.

Branding used on regional documents and projects but messages and visuals are not used more widely than the LEP.

April 2018 board workshop agreed scope of development work.

Stage one: Tender for brand development work.

This will use existing background work, including outcomes from original business workshops and Economic Strategy, to develop strong messages, values and visual identity.

New brand and messages launched.

Stage two: Work continues on ERDF Invest East project and implementation of Inward Investment strategy to create online portal, campaigns and materials required.

Key Considerations

Stage one proposal:

To develop a strong business brand for Norfolk and Suffolk, a specialist place narrative and branding agency will be commissioned through a full tender process. The work they will undertake will include a destination audit, looking at the offer and opportunities in our place, the target markets for the brand and future campaigns and the current de-facto East brand – looking at the existing destination experience and perception of place which is presented to different markets.

Using this audit research, and work undertaken in the development of the Economic Strategy and its delivery plans, brand values can be determined. This will ensure that as well as a visual identity which appropriately represents our area, we have very clear and agreed messages about the area’s core offer and how the brand will make different audiences feel about our place. This brand can then be tested on target market audiences and implemented.

The brand will be tested on local, regional, national and international audiences, including partners at the Department for International Trade.

Once this brand is established, it will be launched with partners and businesses and we will start to use it on relevant materials and for relevant campaigns.

Stage two proposal:

Once a strong business brand is in place, a further paper will be brought to the Board to outline plans for the development of a full-mix suite of marketing materials and an online portal to promote the area.

Websites such as [Invest in Liverpool](#) and [Business in Copenhagen](#) were shown in the board workshop in April and it was agreed that such a professional and comprehensive online portal should be the aspiration for our area. It is envisaged that this will be developed in line with the ERDF Invest East project and the Inward Investment Strategy through 2019/2020.

Link to the Economic strategy

The Economic Strategy, and the business consultation work we have undertaken as part of its development, have highlighted the key theme of Our Offer to the World and the need to develop consistent place branding to showcase our overarching offer. This will support work to promote our inward investment and business location offer, to attract the highly skilled people we need and to ensure that our region is promoted to Government.

Next Steps

As a full tender process will be required for this work, the timeline below is proposed:

Tender opens: 21st June 2018

Tender closes: 20th July 2018

Interviews with shortlisted agencies: By 10th August 2018

Agency appointed: By 17th August 2018

Work to be completed: By end of January 2019

Objective is to bring the work to the February 2019 board for approval (subject to agency agreement of timeline).

Recommendation

The Board is recommended to agree funding of £50,000 for the first stage of brand development and to agree a timeline of activity.



New Anglia Local Enterprise Partnership Board

Wednesday, 20th June 2018

Agenda Item 8

Inward Investment and International Strategic Framework

Author: Nicole Kritzingler and Julian Munson. - Presenter: Julian Munson

Summary

This paper updates the board on progress in the development of a client-focussed Inward Investment and International Strategic Framework plan, to be delivered with local partners. In 2017, the board and partners (including the Norfolk and Suffolk Growth Groups) agreed the need for enhanced delivery of this agenda.

Since then the Economic Strategy for Norfolk and Suffolk has been published and the LEP's Inward Investment and International Sub-Group has been formed to take forward this work. A completed delivery plan, following continuing engagement and consultation with local delivery partners, will be presented to the board for endorsement later in 2018.

Recommendation

The LEP Board is asked to:

- endorse the approach and development of the Inward Investment and International Strategic Framework set out in the paper
- approve the launch and activity of the Invest East ERDF business support/Inward Investment project
- approve the investigation of a suitable investment agency delivery model
- support international market development activity where there is potential economic benefit and agree to work with 'Links East' and County Councils on a pilot project to advance relations with Guangdong province in China

Background

Inward investment and exports play a crucial role growing and diversifying the local economy, not only by creating thousands of new jobs but in supporting the development of supply chains that provide a major boost to existing local companies.

Inward investment also plays a key role nurturing innovative economic growth in sectors where our competitive advantage attracts investment and occupiers to our Enterprise Zones.

Norfolk and Suffolk has achieved some success with the attraction of new businesses. In 2016/7 the UK achieved 2,265 projects involving nearly 107,900 jobs and around 1,700 jobs for Norfolk and Suffolk, with 25 projects (source: Department of International Trade).

'FDi', European Cities and Regions of the Future 2018/19 intelligence report, does not rank Norfolk and Suffolk ('The East') as an investment location (although the 'East of England (six counties) ranks 11/25). FDi intelligence is an economic ranking executed by the Financial

Times that seeks to promote the most promising cities and regions across the whole of Europe. This is a ranking that informs decision makers such as investors and global site selectors who choose areas for investment

The Norfolk/Suffolk investment proposition is currently not differentiated, neither are the propositions and economic opportunity benefits clear to investors.

New Anglia LEP and partners have been involved in an increasing level of inward investment and international development opportunities in recent months and a summary of the highlights is included in Appendix 2.

Delivering successful investment requires far more than a persuasive narrative around USPs. It requires investable opportunities based on clear, economic delivery actions, with a workforce skilled to attract investors, alongside infrastructure (physical, natural and technological), innovation and assets that deliver return on investment for companies and wealth creation for our economy.

Supporting businesses to expand and grow and deliver to their customers, be they abroad (exports) or as part of an attractive supply chain offer to investors, requires a client-centric, single agency investment model. This is necessarily a co-ordinated, multi-stakeholder delivery approach.

Individual Local Authorities (Counties, Districts and Boroughs) have attractive offers but in isolation will not easily attract sufficient attention among key influencers, particularly at the international level.

Gains can be made through achieving investment in the Competitive Clusters in 'The East' (Norfolk and Suffolk) which by their nature are intra-regional and cross-sectoral and are in competitive markets (e.g. Energy, Life Sciences and Financial Services).

Additionally, a continued shift in government focus on areas such as the 'Northern Powerhouse' and the 'Midlands Engine' creates further pressure on Norfolk and Suffolk to present a stronger offer. A 'Team East', centralised approach will provide more weight, a critical mass of advantages and opportunity, which could capture the interest of influencers and multipliers.

In mid-2017, the board and partners (including the Norfolk and Suffolk Growth Groups) agreed the need for enhanced delivery of the inward investment and international agenda. Since then a focussed Inward Investment function has been set up within the LEP with the appointment of an Inward Investment Manager and a Business Development Manager for the Cambridge Norwich Tech Corridor initiative.

This is complemented by the Inward Investment and International LEP Sub-Group formation to aid in informing this work as well as regular meeting with delivery partners to shape actions and develop the Inward Investment and International Strategic Framework aligning with the new Economic Strategy for Norfolk and Suffolk.

In addition, progress has also been made on an ERDF funded inward investment and business growth project, 'Invest East'. Led by Norfolk County Council and delivered in a partnership between Norfolk and Suffolk County Councils, Adapt (UEA) and New Anglia LEP, it will commence September 2018 for a 3 year period.

The project involves targeting local SMEs with scale-up potential to ensure 'investment readiness'. Part of the ERDF funding will also enable new proactive profile raising and digital tools including marketing activity targeting overseas investment prospects and the development of new web-based material for inward investment. More information on the Invest East programme can be found in appendix 3.

Key Considerations

The main strategic aim for the inward investment agenda is to deliver increased investment, making Norfolk & Suffolk a business destination of choice, for innovation, knowledge and enterprise. This includes increasing the area's share of global exports and attracting skilled talent.

In order to fully realise the global investment and trade potential of Norfolk and Suffolk, particularly centred on our emerging technologies, research, niche clusters and skills, there is a need to accelerate our activity with a more targeted and focused, partnership driven approach. There is a significant opportunity to position the area as a serious and credible investment location with a more proactive approach to accelerate new investment leads and export opportunities.

The overarching strategic framework (Appendix 1) sets out the suggested key areas of focus. This framework aligns with and will help deliver the Economic Strategy for Norfolk and Suffolk.

Delivery will be a partnered approach between public and private sector stakeholders as well as academia, and organisations having a role and contribution to make to inward investment and the international agenda.

However, a review of the current delivery model and structure will be required to ensure we evaluate progress, identify opportunities and better understand potential to evolve the delivery model. Ultimately there may be scope to develop a more sustainable and private/public sector-based delivery model with proactive lead generation activity and business account management. Board approval is sought to investigate possible delivery models.

International relations are a key focus of this area of work. We are actively working with partners to identify key global regions which demonstrate specific investment, trade, research and education opportunities. These include the USA, Canada, Netherlands, Scandinavia and Australia, as some examples. In addition, there is much focus on China and there are a number of regions which will be evaluated going forward.

One example of this activity is with Guangdong province in China with an organisation known as 'Links East'. The organisation is proposing a relationship with the province, having built links and as such is requesting partners (LEP, Norfolk and Suffolk County Councils to endorse the approach). Our recommendation is to endorse this approach and support activity where there are clear economic benefits to Norfolk and Suffolk and our key sectors.

What we want to achieve is:

- 1) A clear, proactive and persuasive strategic framework (for inward investment and exports) supported by an operational delivery and marketing plan, with the focus on the client (i.e. company; investor/exporter). This framework aligns with and will help deliver the new Economic Strategy for Norfolk and Suffolk.
- 2) The key focus areas of the framework are summarised in Appendix 1 with a clear strategic approach to matching our offer with world needs. Action will be needed to:
 - a. Strengthen and promote our existing offer (around sectors & supply chains, sites, infrastructure assets and spatial advantages coupled with our quality of life, housing and education offer)
 - b. take advantage of emerging global industries and clusters (with a more proactive approach, targeting international investment prospects, highlighting our USPs)
 - c. take advantage of innovative, game changing opportunities and emerging sectors/clusters (e.g. Fintech, Connected Health, Functional Food, Industry 4.0) caused by digital, technical and social disruption

- d. Raise our awareness of global political and macroeconomic influences (e.g. US policy change implications, changing international investment priorities and Brexit)
- 3) Renewed focus on higher value activity and increased productivity through a targeted approach involving prioritisation and promotion of innovation and high value niche sectors, places, and propositions of competitive advantage.
- 4) Enhance understanding of the talent and skills base available, particularly in niche areas of specialism to attract further investment.
- 5) Creation of an identity with global promotion coupled to lead generation from an investor/client perspective that can proudly sit alongside 'Britain is Great' and such international positioning as well as the place brand for Norfolk and Suffolk (The East). Consideration of cultural marketing to specialised regions (e.g. China) and industry markets is also required. This approach also enables local place and cluster brands to still be used as required e.g. county brands, Greater Norwich, Ipswich, Tech Corridor, etc.

Appendix 1 summarises the approach with a draft Inward Investment and International Strategic Framework which the Board is asked to endorse. A delivery plan will be developed with key delivery partners and will be presented to the board for endorsement later in 2018.

Link to the Economic strategy

Inward investment, exporting and the international promotion of the area is identified as an integral part of the Norfolk & Suffolk Economic Strategy. Actions taken will enable delivery of the identified ambitions, places and priority themes.

It is a cross-cutting function that underpins economic growth and is intertwined with underpins such as the Skills, Infrastructure and housing needs of the area. In addition, growth opportunities require collaboration between companies that will also attract and bring investment. Inward Investment is therefore a key component to drive economic growth, diversify the local area economy and create higher value employment.

Next Steps

The immediate next steps are highlighted as below:

- June 2018 – Board endorsement of the high level draft Strategic Framework
- July-October 2018 – Partner consultation and development of the delivery plan (as part of the Economic Strategy)
- September 2018 – Commencement of the ERDF Invest East activity which includes;
 - Development and launch of new web-based material to promote the East offer (by mid-2019)
 - Development of a new investment campaign platform (to enable targeted promotion of key sector/site-based prospects) (by mid-2019)
 - Identify competitive advantages, develop the East offer and marketing material
 - Develop pipeline of investment prospects around target industries
 - Supply chain analysis and sector research
 - Enhance CRM system
- November 2018 – Board endorsement of the delivery plan
- Autumn 2018 – review of East place branding with Board approval/execution in 2019.
- Autumn 2018 – review of delivery model for inward investment and recommendations to Board.
- Develop information and material around commercial sites and premises
- Develop, with partners, improved methodology and protocols around enquiry handling and key account management

Recommendation

The LEP Board is asked to:

- endorse the approach and development of the Inward Investment and International Strategic Framework set out in the paper
- approve the launch and activity of the Invest East ERDF business support/Inward Investment project
- approve the investigation of a suitable investment agency delivery model
- support international market development activity where there is potential economic benefit and agree to work with 'Links East' and County Councils on a pilot project to advance relations with Guangdong province in China

Appendices

Appendix 1: Draft Inward Investment and International Strategic Framework

Appendix 2: NALEP Inward Investment Activity – Progress Update

Appendix 3: Invest East – ERDF Project

Appendix 1: Draft Inward Investment and International Strategic Framework

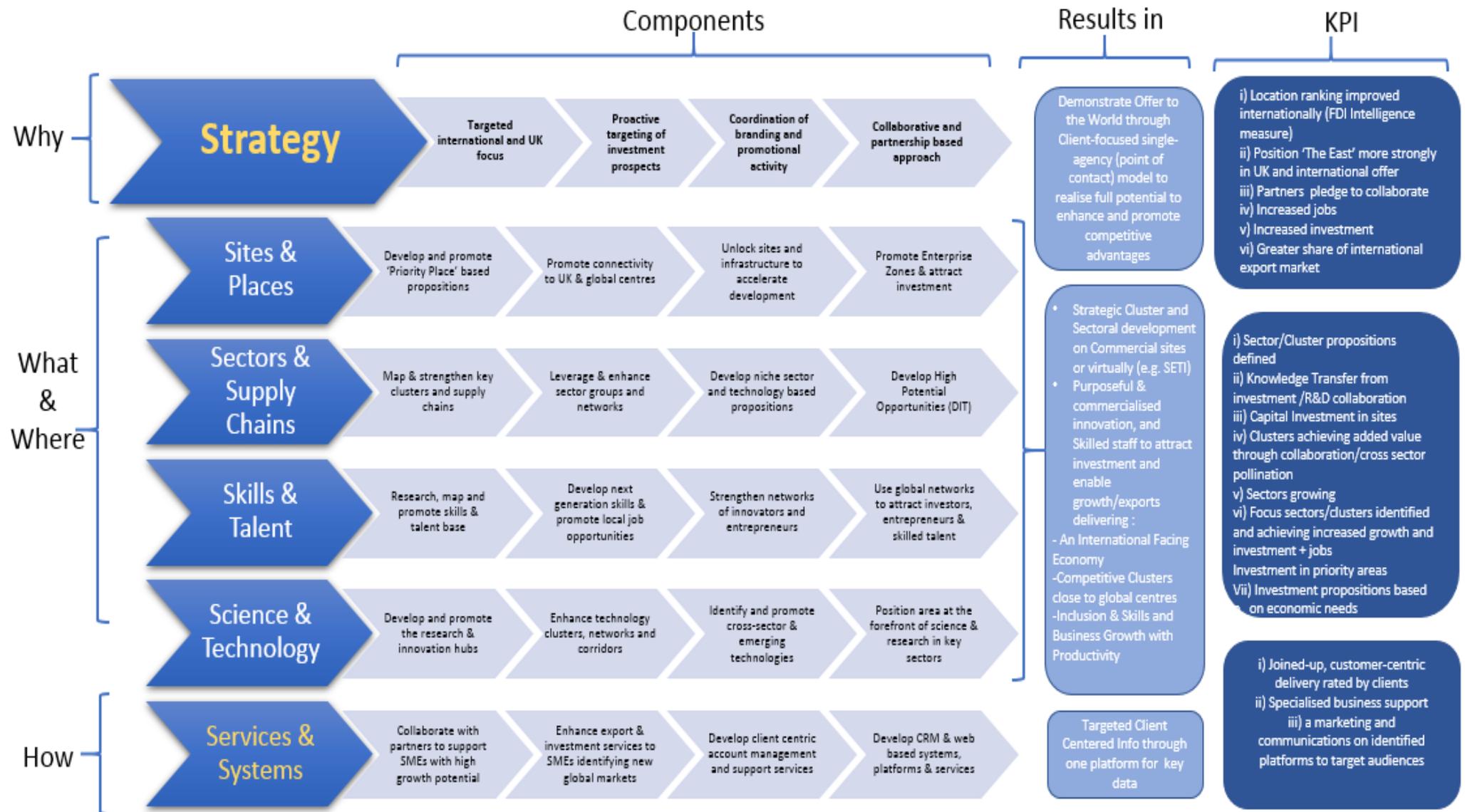
Aim:

To deliver increased International Investment, making 'The East' (Norfolk & Suffolk area) a business destination of choice for Innovation, Knowledge and Enterprise.

Emerging Objectives:

- Development of emerging sectors and clusters, with global economic growth potential
- Develop and refine niche and bespoke sector supply chains to attract appropriate investment and be export ready
- Investing in existing sectors and with special focus on those with a distinct competitive advantage
- An increase in the number of inward investment enquiries and increase of lead conversion opportunities
- Developing high-quality commercial propositions to attract Investment
- An increase in high-value inward investment successes
- An increase in the number of jobs created
- Increased Foreign and Domestic Investment
- Increase in the number of companies, goods and services being exported
- An increase in profile in the international, national and local markets through promotion with leading brands and Sectors (e.g. GREAT campaign)
- Increasing the ranking of Norfolk & Suffolk as a recognised destination for investment

Appendix 1 (Continued) INVESTMENT FRAMEWORK: KEY FOCUS AREAS



Appendix 2: NALEP Inward Investment Activity – Progress Update

Progress to date has included a range of multifaceted partnership activity. Some examples and highlights include:

- Establishment of an Inward Investment Function
- Recruitment of an Inward Investment Manager, hosted by NALEP
- Recruitment of the Cambridge-Norwich Tech Corridor Project Manager, hosted by NALEP
- Building stronger relationships with DIT teams, Innovate UK, BEIS, Growth Hub, Chambers of Commerce, Enterprise Agencies, Sector Groups, etc., to develop the International Offer
- Support and achievement of agreement for the ERDF ‘Invest East’ bid working in partnership with Norfolk and Suffolk County Councils (to enhance service delivery and support investment in expanding businesses located in Suffolk and Norfolk).
- Development of Investment Opportunities with DIT – Showcased of Kings Lynn and Bury St Edmunds EZ Capital Investment Opportunities in the International Prospectus, working with the District/Borough Councils (a competitive, gated qualifying process is in place and only a small number are listed. Example Ref: <https://www.gov.uk/government/publications/regeneration-project-nelson-quay-kings-lynn>)
- Participation in MIPIM 2017, with key stakeholders.
- Life Sciences Lead Generation: Christian Roghi, Business Development Director of the Quadram Institute attended a biotech event in Boston and met with pre-identified companies, following analysis of biotech companies undertaken by the LEP, LAs, NRP and the DIT, work is on-going through the NRP OPG Group as well as DIT sector teams
- A visit to Norwich by the Ambassador of the Netherlands to London took place which provided fruitful relationships and areas of discussion. To progress matters a visit to Norfolk and Suffolk in 2018, with Dutch businesses is being planned with key stakeholders, including Andrew Wood as Consul. A Trade Fair is planned for SMES in 2019
- The LEP led a visit from the South African DTI and South African High Commission, which took place on 1 November 2017. The aim of the visit centred around the formation of clusters, business & research/science parks and mutual international co-operation in the fields of bioscience, energy and advanced engineering. The delegation met with QI, UEA, NRP and Hethel Innovation. This followed a visit to Europe and Cambridge Science Park. Next steps involve SA DTI identifying sub-sector engagement levels with stakeholders.
- Developing Links with key new markets abroad: Successful actions include:
 - Links have been made with the Chinese Embassy Trade Minister as a representative in post in London from China
 - UEA having links with China in Shezhen province.
 - Guangdong province relations are developing with an organisation known as ‘Links East’
- NALEP and Tech East have progressed relationships with key and emerging tech based locations. Specific examples include Waterloo, Canada, Boston, USA, Northern Perth, Western Australia and the Netherlands.
- Several FDI Investment Queries with DIT as well as direct enquiries (e.g. LDH La Doria)
- Investment and Expansion of a local company, creating up to 400 jobs

Appendix 3: Invest East – ERDF Project

Project Overview

The Invest East programme aims to enhance the reputation and capability of investment readiness support to accelerate businesses that wish to scale up and to use the outcomes, case studies and messages from this work to enhance and provide assurance to foreign investors that there is a healthy local investment offer and that Norfolk and Suffolk demonstrate a fantastic opportunity for investment.

Norfolk County Council was the lead applicant for the project. There are 4 delivery partners in the project, (New Anglia LEP, UEA Adapt and Norfolk- and Suffolk County Councils) each bringing in their specialism and match to support the bid, providing best value to the target market for the project. This will be further underpinned by the Growth Hub who will be the main point of contact, facilitating referrals to and from the programme. All interactions with businesses will be recorded via the LEP CRM to ensure the most effective support is provided to the businesses. Areas of provision are:

- **Investment readiness support:** Delivering investment readiness workshops, training and guidance. UEA (Adapt) will lead, they have been managing the LCIF (Low Carbon Innovation Fund) for a number of years and have been successfully providing support to LCIF applicants. This will be enhanced and run across both counties for businesses targeting any investment fund. There will be 4 cycles of support over the 3 years with each cycle proving up to 40-50 hours of intensive support for 30 businesses, with opportunities for other businesses to receive elements of the programme as needed, referring to and from the Growth Hub network.
- **Investor Support Programme:** landing and account managing external investors, supporting and developing external promotion offers with New Anglia LEP. Norfolk and Suffolk will lead in their respective counties and have been providing investor support since EEDA was abolished in 2012. Through this bid, the local offer and processes will be greatly enhanced to allow for a joined-up delivery across 'The East' (Norfolk & Suffolk) area.
- **Promotion and profile raising:** External promotion on a national and international forum to draw in investment and talent. New Anglia LEP will lead, being the entity national investment stakeholders look to understand the local offer, alongside their local sector groups which will be crucial in targeting market opportunities and developing sector offers. A number of web based

The total project size is £1.8m, running Autumn 2018 for 3 years. Only supporting SME's, it will deliver 150 intensive business supports, 5 additional SME investors landed, 80 jobs, 40 new products from businesses and will engage with a range of investor stakeholders and local partners to develop/support campaigns.

Support for larger business enquires will still take place but not under the ERDF bid.



New Anglia Local Enterprise Partnership Board

20th June 2018

Agenda Item 9

Skills Board Delivery

Author: Paul Winter and Natasha Waller. Presenter: Paul Winter

Summary

At the LEP Board on June 2017 it was agreed that Paul Winter, Chair of the LEP Skills Board would be invited to the LEP Board to discuss the work of the LEP Skills Board. This paper provides a high-level summary of the Skills Board achievements from the past year and sets out the vision and area of focus for the coming year. Paul will present and provide more detail of the activity and vision which is outlined in this paper and Appendix A, at the Board meeting.

Recommendation

- To endorse the Skills Board vision and delivery steps (outlined in Appendix A) which will form part of the Economic Strategy Delivery Plan.
- To help champion the 'key messages' of the Skills Board.

Background

Much progress has been made over the last year, Key Activity includes:

- Expanding the private sector membership from 8 to 15;
- Endorsing 8 sector skills plans in our key sectors;
- Overseeing local skills delivery funded by ESF;
- Approving 10 Skills Deal projects totalling £1.4m of grant funding, leveraging £1.9m of match and with a total Programme value of £3.3m; and
- Supporting the Youth Pledge delivery.

In September 2018, the LEP recruited a Skills Manager (Natasha Waller) to further focus and drive the work necessary to achieve the ambitions of the Economic Strategy and the skills agenda.

The Skills Board have taken steps to review its vision and activity to ensure it aligns with the new Economic Strategy. It has agreed its vision is ... *'to support the growth of an inclusive economy with a highly skilled workforce where skills and employment provision meets business need and the aspirations of individuals.'* The Skills Board provides the strategic leadership for this vision. Each member is asked to be proactive in identifying where they can contribute to and collaborate in any interventions please see page to of Appendix A for more information.

Key areas of work

Seven new **private sector members** were recruited in January to extend the sector base and ensure the Board is predominately employer lead. Nearly all our key sectors are now directly represented, they bring fresh focus plus a wealth of knowledge and experiences.

The **sector skills plans** are completed with the final two plans being presented at the July Skills Board, for endorsement. Engagement has been varied with some sectors extremely open to questioning and suggesting solutions, while others have been more challenging. Delivery of the recommendations has begun in many of the sectors, normally overseen by the sector groups and ultimately the Skills Board. Sectors such as life sciences and ports & logistics are difficult to galvanise due to the widespread focus of the sector or competitive sensitivities of the businesses that are involved. A cross cutting report has been produced which brings together the shared challenges our sectors face and highlights shared areas of interventions that could overcome them (see Appendix B). These will be a key focus for the Skills Board moving forward.

Board representatives have been working with the LEP and TechEast to develop a proposal to be one of the Governments **Local Digital Skills Partnership pilots**. If successful, this will provide a boost to the delivery of the Digital Tech skills plan with a fully funded co-ordinator and small budget to pilot some interventions.

Capital funding awarded to our educational establishments over recent months has been positively received. However, there is concern that skills projects are not always scored favourably as outputs may not directly link to increased amounts of jobs in the short term. Capital funding is also not always the main requirement to address skills issues and with continual reduction in most direct funding streams to educational establishments, **revenue funding** is required to at the very least maintain the physical structures and replace/modernise teaching resources.

The Skills Board will identify over the coming months what the key challenges are for the regional colleges and the extent of the problem. This will shape future discussions with government departments. It is important that skills feature strongly in the LEPs Investment Framework which is being developed in the coming months as it is a critical element of achieving the ambitions in the Economic Strategy.

March 2018 marked the end of the period in which **Skills Deals** funds could be allocated to innovative employer-led projects. These deals provided co-funding to enhance the post-16 training offer in an area identified by local employers. This has resulted in both an expansion and enhancement of the training on offer in line with local economic need.

Funding was derived from Suffolk local authorities, Norfolk County Council, the Education and Skills Funding Agency (ESFA) and employer match. In total 10 projects have been allocated £1.4m of grant funding, leveraging £1.9m of match and with a total Programme value of £3.3m. Most of the projects are now in the process of being delivered or launched with one project, Fabric First at Easton & Otley College, already completed delivery and continuing to be used in construction teaching. Skills Deals showed how employers and providers could come together to deliver new models of courses to respond to a major need of a sector.

The **Youth Pledge** a New Anglia LEP wide commitment to provide an integrated offer, that shows and inspires young people about the opportunities that exist and provides support to enable them to access them, including support into employment. Historically a 'Marque' has been attached to this work and publicised separately but it has recently been agreed that this focus be embedded in the whole Youth Pledge commitment as it has shifted focus away from the actual activity such as work experience or supporting school sessions.

The Youth Pledge will be reframed as:

- A way for employers to highlight to prospective employees, other businesses, Government and the wider public what they are doing that will help us achieve the wider Youth Pledge commitment.
- A means for us to highlight as a region (to Government and other areas) what we are collectively doing to move young people into sustained and fulfilling careers

- A means to ensure employers are aware of, and can navigate through, the guidance and opportunities that are available to support them to maximise the positive impact they can have on the prospects for young people in the region.

The **Enterprise Adviser Network** comes under the Youth Pledge work. This is covered separately at agenda item 9.

Several projects supported by **European Social Funding** have been granted extensions in financial value and/or time until April 2019. We also have the option to bid for further funds managed by the Education and Skills Funding Agency for delivery from April 2019. We are proposing **£1,030,293** for Community Grants and **£2,163,331** for Skills Support for the Workforce.

One current issue is that our programme for Response to Redundancy is coming close to spending all its allocation with no further options for increased funding. This potentially leaves those at threat or recently made redundant without targeted support until April 2019 at the earliest. The Skills Board is reviewing options with the DWP and other bodies to ensure support is available to these people.

Educational establishments are currently dealing with a large amount of change from recent and planned **curriculum** implementations with a backdrop of reduced funding streams and falling demographics. Nearly all our key sectors are stating that they have a workforce with major **skills shortages** and/or lack of staff.

Raising the profile of the skills agenda is essential for our LEP area and beyond. New Anglia is regularly brought up as being forward thinking and innovative in the post 16 skills agenda. However, major challenges have occurred over recent months including the loss of private training providers and changes in apprenticeship funding and curriculum leading to a spiky profile in recruitment, retention and achievement.

Providers, local authorities and the LEP are fully committed to the **apprenticeship** agenda but Government is not currently open to listening to feedback on the result of policy changes and seems to be hoping that apprenticeship numbers will suddenly increase, and outstanding apprenticeship levy spent. We are attending meetings arranged by the National Apprenticeship Service and supporting the Learning and Work Institute's research and initiatives around apprenticeships in order to leverage support and change.

Four key messages that the Skills Board would like the LEP Board to raise the profile of are:

1. Securing of increased revenue funding for our post 16 educational establishments is essential in order for them to deliver high quality and relevant vocational qualifications in our key sectors.
2. Government need to be open to discussions about curriculum reform and key educational issues such as apprenticeship standards and the introduction of the levy.
3. The recommendations of the sector skills plans can only be actioned if there is true partnership working with all stakeholders in the relevant sectors.
4. Our Youth Pledge states that every young person in Norfolk and Suffolk will get the support they need to get into education, training, an apprenticeship or a job within three months of leaving education or employment. Much of this work centres around encouraging businesses to engage with young people more, expose them to careers, offering work experience and interview practice.

Link to the Economic Strategy

Inclusion and Skills is a clear theme in the Economic Strategy and lays out 10 high level action points to move the agenda forward, particularly within our key sectors. A delivery plan has been developed with officers from Norfolk and Suffolk County Council and milestones for activity derived. This will link into the main Economic Strategy delivery plan.

Recommendation

- To endorse the Skills Board vision and delivery steps (outlined in Appendix A) which will form part of the Economic Strategy Delivery Plan.
- To champion the 'key messages' of the Skills Board.

Appendices:

A New Anglia LEP Skills board vision and delivery steps

B New Anglia sector skills plan cross cutting themes report



New Anglia Local Enterprise Partnership Board

June 20th 2018

Agenda Item 10

Enterprise Adviser Network

Author: Natasha Waller. - Presenter Chris Starkie

Summary

This paper highlights progress being made by the New Anglia Enterprise Adviser Network which is funded jointly by the Careers & Enterprise Company and the LEP and delivered by the two county councils.

It recognises that performance against targets has been challenging, largely due to changes in the educational landscape.

In order to accelerate the performance of the network, the LEP is recommending bringing the programme in house.

This will enable the network to be integrated with the Careers Hub, a new initiative which is being led by the LEP and will bring 32 schools and colleges together to share best practice on enterprise and careers advice. Bringing the programme in house will also improve the links to the business community.

Recommendation

- To approve further 12 months funding for the Enterprise Adviser Network (EAN) at a cost of £135,000. (This funding is matched by the CEC)
- To endorse the development of the Careers Hub and the integration of its management with the EAN

Background

The Careers and Enterprise Company (CEC) operate the Enterprise Adviser Network (EAN) across the country in partnership with the LEPs. Enterprise Advisers (EAs) are senior business volunteers who work closely with a local school or college to help develop a practical careers plan. Enterprise Co-ordinators (ECs) are the full time employees of the network who establish the connections with the businesses and the schools and report to the CEC. Locally they are based within Norfolk and Suffolk County Councils.

The board meeting in April 2017 approved the provision of funding by New Anglia LEP to support the New Anglia Enterprise Adviser Network for the 12 months from 1st September 2017, subject to the agreement of suitable key performance indicators and an evaluation framework. These indicators were approved in May 2017 and £131, 051.09 funding was provided for the network for a 12 month period from 1st September 2017. This was equally co-funded provided by the Careers and Enterprise Company (CEC).

The EAN is run nationally although we have responsibility for the engagement in our LEP area.

Key considerations

Target: Increase the number of schools engaged and enterprise advisers

Progress has been varied across the Key Performance Indicators.

	Number of matches 1/4/17	Target for 31/7/18	Actual 27/4/18	Targets May 2019
School/colleges	74 (53%)	100 (71%)	64 (45%)	85
Enterprise Advisers	76	150	80	110

As can be seen from the tables – the number of schools engaged has reduced and the number of enterprise advisers has increased.

There are a number of reasons for the drop in school and college engagement. The overriding issue is that enterprise and careers is generally speaking seen by schools as less important than academic performance and is prioritised as such.

Some of the specific reasons:

- Academisation/re-academisation of a number of schools leading to changes in the Senior Leadership Teams which distorts the relationships built up and often means developing the ambitions for the schools again.
- Changed priorities when OFSTED grading of schools is at Grade 3 (requires improvement) or 4 (inadequate) and/or drop in academic results resulting in schools reducing or withdrawing their focus from the network.
- Loss/change of Careers Leaders/Advisers as many staff change schools regularly or private careers advisers contracts do not get renewed. Funding in schools has been cut and careers advisers are often sacrificed to save money.
- Initial sign ups have not all translated into action with school/colleges not making progress so have been removed from the programme.

Reasons for difficulties in growing number of Enterprise Advisers

- Change of job/company/location/personal circumstances are a key factor listed which makes continuation difficult.
- Pressures of work often mean that initial desire to support schools have to be reviewed.
- Lack of commitment from schools they are partnered with so the EA becomes disengaged.

A large amount of effort has needed to be put in by the EC team in effect to stay at similar engagement levels overall whilst actually forging new relationships for Senior Leadership teams and EAs. This is masked by the data and 'churn' is not currently monitored by the CEC.

One of the targets last year was for an Employer Engagement Plan for every school/college in the Network within one year of joining. This is to improve their careers and enterprise education.

Following the publication of the Careers Strategy by the Department of Education, the CEC have issued guidance on how this should be adopted.

Therefore over the year, the EAN team have redeveloped their Engagement plan for schools and this has been a key focus to ensure those in the network have a quality programme rather than increased school numbers running poor quality interventions.

Compass and Tracker are planning tools which have been updated or rolled out to schools and engagement is patchy but growing.

Schools are being strongly advised to increase this engagement as from September 2018 as they need to address all 8 Gatsby benchmarks from years 7 – 13:

- 1: A stable careers programme
- 2: Learning from career and labour market information
- 3: Addressing the needs of each pupil
- 4: Linking curriculum learning to careers
- 5: Encounters with employers and employees
- 6: Experiences of workplaces
- 7: Encounters with Further and Higher Education
- 8: Personal guidance

The EAN have already started supporting schools with their planning to address these.

Adapting the Enterprise Adviser model

Target: To ensure the programme supports all state educational settings including special schools, FE Colleges and PRUs/Short Stay Schools.

The adaptation of the model to different setting remains a national issue and so the ECs have been working closely both with the CEC to develop local models that can provide appropriate support to these local schools and colleges.

100% coverage across Norfolk and Suffolk will require engagement of 8 FE Colleges, 20 special schools and 10 pupil referral units. Our sign up and match rates for SEND schools and the PRUs currently compare very favourably with national rates.

Type of institution	Number engaged 1/4/2017	Target July 2018	Actual 27/4/2018	Target May 2019
FE Colleges	4	8	4	8
Special Schools	8	12	8	14
Pupil Referral Units	5	8	5	10

Conclusion and next steps

It has been internally acknowledged that the targets set last year were overtly ambitious and did not foresee the speed of change in landscape in our schools, particularly with academy changes, teacher shortages, the impact of new curriculums being rolled out and large number of senior managers being redeployed.

Therefore we have set more realistic targets for the coming year.

However the development of the Careers Hub, and bringing the programme in house, together with the momentum from the Government’s Careers Strategy makes the targets achievable.

Careers Hubs

The CEC are looking to pilot 20 Careers Hubs which involves a group of 20 to 40 schools and colleges in an area, working with education and training providers, employers and career professionals to deliver the eight Gatsby Benchmarks.

In May 2018, the LEP submitted a bid to deliver one of these hubs and outcomes will be known by the end of June 2018.

32 schools and colleges have submitted expressions of interest to engage in our Hub area which involves a radius around Norwich, travelling south down the A140, east along the A14 to Ipswich and onto Felixstowe. Schools in the Opportunity Areas of Norwich and Ipswich are priorities but we were keen for them to choose to enter/not enter the Hub.

If successful, funding will be awarded by the CEC to recruit a Careers Hub Lead employed by the LEP plus some additional limited resources.

As part of our bid, we have also been given a clear steer by the CEC to take the management of all the Enterprise Coordinators into the LEP from Norfolk and Suffolk County Council.

They will report to the Hub Lead who will report into the LEP Skills Board.

We support this approach as it will enable the Careers Hub (32 schools and colleges) and wider Enterprise Adviser Network (all schools and colleges) to be run as one entity.

We also believe this is critical if the EAN is to meet its revised targets for the 18/19 financial year.

Link to the Economic Strategy

Under Driving Inclusion and Skills, growing the number of Enterprise Advisers is a key ask of the strategy. Many challenges outside of the control of the Enterprise Coordinators have been encountered but the vision of the Enterprise Adviser Network and the new Careers Hubs will drive young people's aspirations and allows us to shape awareness in our key sectors particularly linked to the recommendations in the sector skills plans.

Recommendation

- To approve further 12 months funding for the Enterprise Adviser Network (EAN) at a value of £135,000. (This funding is matched by the CEC)
- To endorse the development of the Careers Hub and the integration of its management with the EAN



New Anglia Local Enterprise Partnership Board
Wednesday 20th June 2018

Agenda Item 11

Local Energy Strategy

Author: Ellen Goodwin Presenter: Lisa Roberts

Summary

This paper summarises the recent development of the Local Energy East Strategy, last presented to the Board in April 2018, and seeks endorsement from the LEP Board on the final draft strategy, noting the local authority engagement and feedback as part of the development process.

Recommendation

The Board is asked to:

- endorse the Strategy presented at Appendix A;
- note the ongoing development of the Greater South East Energy Hub; and
- agree the next steps regarding the Strategy's Delivery Plan.

Background

BEIS funding was secured in March 2017, for a tri-LEP Network and Strategy, with supporting evidence base, covering the New Anglia, Greater Cambridge and Peterborough and Hertfordshire LEP areas, and their constituent local authorities. The Local Energy Strategy is based upon baseline information and is the subject of current local authority and partner endorsement with the aim of publishing in July 2018.

The key thematic priorities identified in the Strategy period to 2030 are as follows:

- Clean Economic Growth;
- Housing Growth and Commercial Site Infrastructure;
- Secure, Affordable Low Carbon Consumption; and
- Clean Transport Networks including Electric Vehicles.

The Strategy is considered to be complementary to other initiatives such as those led by the East of England Energy Group (EEEGR), and Local Authority workstreams and complements the Economic Strategy for Norfolk and Suffolk.

The Greater South East Energy Hub

Running parallel to the network and strategy work above, BEIS made £1.3m available for the development of a Greater South East Energy Hub, covering eleven LEP areas and led by a Hub Steering Board for which Johnathan Reynolds and Lisa Roberts are members. The Hub is hosted by the Cambridgeshire and Peterborough Combined Authority and recruitment of a

Regional Hub Manager, a Data and Information Manager and a Technical Support Coordinator has begun with New Anglia LEP being part of the interview panel.

The Greater South East Energy Hub will:

- cover the area of the East of England, Greater London, the South East and the Oxford to Cambridge Growth Corridor (16 counties plus London/11 LEPs);
- provide dedicated technical resource;
- provide project identification, feasibility, funding readiness and delivery;
- provide the opportunity to test, pilot, scale up and accelerate delivery; and
- explore the use of Energy Special Purpose Delivery Vehicles.

Key Considerations

The Greater South East Energy Hub is fully funded by BEIS between until April 2020. There is an expectation from BEIS that the Hub will be self-financing after this initial two-year period, which may have financial implications for the LEPs and partners if the hub requires further financing beyond this initial two-year period.

Link to the Economic Strategy

The Local Energy Strategy builds upon the Norfolk and Suffolk Economic Strategy as well as national policy including the UK Government's Industrial Strategy, Clean Growth Strategy, the 25 Year Environment Plan and the Energy Sector Deal. The key linkages are identified as:

- opportunities to support the energy sector, a key sector identified in the Norfolk and Suffolk Economic Strategy, as well as the construction and agri-tech sectors;
- growing our Priority Places through the identification, prioritisation and delivery of energy specific projects through various funding sources, including Growth Deal, ensuring maximizing leverage; and
- the provision of transport infrastructure to facilitate enhanced and innovative opportunities;
- building upon the Skills Deal, Sector Skills Plan, the regions colleges (in particular the new East Coast College Energy Skills Centre) and commercial skills providers engineering development and apprenticeship programmes, including those of the Direct Network Operators; and
- development of linkages between regional centres of excellence developing the area's reputation as a competitive cluster of research, innovation and commercial development.

Next Steps and Key Dates

Feedback Questions and Local Authority Endorsement

All Local Authorities were contacted on 25 May, asking to endorse the Strategy by 6 July. Responses have been received from Local Authorities on some structured feedback questions, these will be verbally highlighted at the Board meeting and will help shape the Delivery Plan.

Delivery Plan

A supporting Delivery Plan will be developed and aligned to the Norfolk and Suffolk Economic Strategy. It will aim to deliver and facilitate actions in the following areas:

- business, domestic and public sector retrofit and demand reduction;
- electricity generation, storage, supply and distribution;
- heat generation and distribution; and
- transport and wider energy demand reduction.

East of England Energy Group

EEEEGR is actively seeking funding for the establishment of Special Interest Groups to consider issues in the areas of distribution, storage, community generation and smart networks and has worked with Local Energy East to establish this initiative. The EEEGR Chief Executive is actively engaged in this subject area as the chair of the UK Power Networks Eastern Region Critical Friends Panel which proactively engages with local authorities, property developers, contractors and organisations representing vulnerable customers.

Recommendation

The Board is asked to:

- endorse the Strategy presented at Appendix A;
- note the ongoing development of the Greater South East Energy Hub; and
- agree the next steps regarding the Strategy's Delivery Plan.

Appendices

Appendix A – Local Energy East Strategy



New Anglia Local Enterprise Partnership Board

20th June 2018

Agenda Item 13

Revenue Funding Framework

Author: Chris Starkie. Presenter Chris Starkie.

Summary

This paper recommends an approach to the board for the allocation of revenue funding generated by the LEP through its Enterprise Zone Pot C to projects supporting economic growth and the delivery of the Economic Strategy.

It builds on the framework for the use of Pot C agreed by the board at its meeting in January 2017.

This agreed that funding from Pot C should be split three ways on an annual basis – to support LEP core funding, to support LEP projects and to support innovative projects from external partners.

Recommendation

The board is asked to:

- Approve the allocation of £135,000 set aside in Pot C for core LEP costs to fund the Enterprise Adviser Network for 18/19
- Approve the allocation of £100,000 from Pot C towards the LEP projects budget for 18/19
- Invite the executive to develop a specification for a call for innovative projects from external partners which will help deliver the Economic Strategy
- Approve the allocation of £500,000 from Pot C towards the call for innovative projects from external partners which will help deliver the Economic Strategy

Background

Since the formation of the LEP the majority of funding secured by the LEP has been capital funding. This has included funding to start our Growing Places Fund and Growing Business Fund, as well as the three rounds of Growth Deal.

The limited revenue funding secured has been either to run the LEP's operations – core funding from Government – or allocated to specific projects such as our ERDF funded Growth Programme.

An important source of revenue funding comes from our Enterprise Zones. Under the Enterprise Zone legislation, the LEP is entitled to retain 100 per cent of additional business rates generated by the zones for a period of 25 years.

Under agreements reached with our local authority partners, this funding is split on each site into three pots.

Pot A is retained by the district and county authorities to ensure they are not at a financial disadvantage from the zone. Without EZ status they would have ordinarily retained a portion of the income.

Pot B is set aside to accelerate development of the zone and is managed by the local authorities and the LEP.

Pot C is ring fenced by the LEP to invest in supporting economic growth and in the delivery of the LEP's Economic Strategy.

The proportions of these pots vary slightly from site to site, depending on local circumstances.

One of the challenges of utilising the funding is the time lag between when it is paid by the businesses, received by the local authority and then paid out to the LEP.

For example business rates paid during the 2016/17 financial year will only be received by the LEP in December 2017 or even January 2018 because of the way local government finances is structured.

However unlike many LEP funding streams, there is no requirement to spend the money in year.

The principles for allocating this funding were agreed by the board in July 2017. This included splitting the funding into three segments.

Key Considerations

At the meeting in January 2017, the board agreed that funding from Pot C should be utilised in three ways.

1 A portion should be set aside to support core running costs each year. This figure has previously been £140,000. This figure was not been drawn down in the 17/18 or 18/19 budget.

2 A portion should be set aside to support one off LEP projects to deliver the Economic Strategy. This enables to LEP to one off activities such as the development of strategies or to pump prime other activities, research or campaigns.

3 A portion should be set aside to support innovative projects by external partners to deliver the Economic Strategy.

The board is now being asked to agree allocations for 18/19 financial year.

Funding available in Pot C

£910,000 – (this includes funding from two years)

Funding already allocated

The board has previously allocated

£30,000 to the LEP Cultural Board to support a bid to the Arts Council.

£66,450 to the Digital Creative Industries Group for its internship programme.

Funding available for 18/19

£813,550

Proposal to utilise the funding

Portion for core funding

The LEP executive did not allocate the £140,000 which is notionally set aside from Pot C to support core running costs in our 18/19 budget.

We are proposing using this allocation to support the Enterprise Adviser Network, assuming the board approved the recommendation to continue support for the project in agenda item 9.

This would be an appropriate use of the funding, given the move to bring the EAN in-house and the importance of the programme to delivering the Economic Strategy.

Portion for LEP projects

The LEP 18/19 budget currently has £150,000 set aside for projects. Some of this funding has been earmarked to develop the place branding proposition and work to support the Ely Taskforce. We and the Cambridgeshire Peterborough Combined Authority have commissioned activity to support the economic case for the rail works.

We anticipate a further portion will be required to assist in the development of the Local Industrial Strategy, and other calls on the budget are anticipated.

We propose setting aside a further £100,000 from Pot C in 18/19 to support this.

Portion for innovative projects by external partners

We are recommending initiating a call for projects from external partners to utilise this funding in support of the delivery of the Economic Strategy.

As the development of the Economic Strategy delivery plan has begun, it is apparent that funding will be required to support activities being undertaken by the LEP's sector groups.

At the same time there is an opportunity to tie in the LEP's tier two review of governance with funding.

However in order to most effectively utilise the funds, work needs to be undertaken to develop parameters around which the funding might be utilised by partners.

We are recommending the LEP executive develops a call specification for sign off by the LEP board at its September meeting.

This would enable a call for funding during October and November, with funding decisions made by the LEP's Investment Appraisal Committee in December.

We are recommending setting aside £500,000 for this call.

This would leave a balance of £175,000 to act as a contingency and roll forward into 19/20, when we are expecting Pot C income to be lower.

We are anticipating income of approximately £550,000 for 19/20.

This figure is lower primarily because the 18/19 figure includes funding from two years.

In addition the Great Yarmouth and Waveney Pot C percentage has been reduced to bring it in line with other EZ sites.

Link to the Economic strategy

The proposed revenue framework is designed to ensure that funding generated by Pot C from the Enterprise Zones is both aligned with the Economic Strategy and can help accelerate the delivery of the strategy.

Recommendation

The board is asked to:

- Approve the allocation of £135,000 set aside in Pot C for core LEP costs to fund the Enterprise Adviser Network for 18/19
- Approve the allocation of £100,000 from Pot C towards the LEP projects budget for 18/19
- Invite the executive to develop a specification for a call for innovative projects from external partners which will help deliver the Economic Strategy
- Approve the allocation of £500,000 from Pot C towards the call for innovative projects from external partners which will help deliver the Economic Strategy



New Anglia Local Enterprise Partnership Board
Wednesday 20th June 2018

Agenda Item 14

Growth Deal Quarterly Dashboard

Author: Emily Manser / Jonathan Rudd. Presenter: Chris Dashper

Summary

This paper provides background and a summary of the Growth Deal Quarterly Dashboard.

Recommendation

The Board is invited to approve the Dashboard as required by Government.

Background

Since the beginning of the Growth Deal programme, the LEP has reported its outputs to Government via an online system called 'Logasnet'. This has now been replaced with a comprehensive Workbook.

The Workbook includes 23 spreadsheets and requires the input of both forecast and actuals data from the start of the programme in April 2015 to the end of the programme in March 2021.

It includes a 'dashboard' spreadsheet which draws from the various spreadsheets to provide a summary of progress on Growth Deal spend and outputs.

The 'dashboard' for Quarter 4 (January – March 2018) requires sign off by the LEP Board and the Section 151 Officer from our Accountable Body, Suffolk County Council, by **20th July 2018**.

The LEP has target outputs for Growth Deal agreed with Government. These are:

- 38,750 jobs
- 6,800 new homes
- £628m public and private sector investment
- 620 new apprenticeships
- 1190 new learners.

These numbers include indirect outputs i.e. outputs that are not directly achieved by the project, but which should come about as a wider consequence of the project. For example the construction of the Bury Relief Road will lead to the unlocking of land for jobs and housing.

Summary of the Dashboard

An update on progress towards the Growth Deal outputs, taken from the Dashboard, is summarised below.

Output	Actual	Progress to 2021	Change
New homes	183	46%	+7
New jobs	1,518	61%	+1192
New learners	428	26%	+180
Match funding ('Non-LGF Expenditure')	£205.78m	57%	+£151.98m
Spend this year (April 2017- March 2018)	£28.621m	83%	+£25.14m

As anticipated, the outputs have significantly increased as we have reached the end of the annual reporting period.

New housing has increased slightly with more units being completed adjacent to LynnSport Access road in King's Lynn. More significant progress is forecast by 2021 with the completion of housing adjacent to Bury Relief Road.

New jobs has significantly increased (by 48%) due to the creation of new jobs at the King's Lynn Innovation Centre and from projects funded by Growing Business Fund and Growing Places Fund.

New learners has increased (by 11%) now that the International Aviation Academy reaches its first year of completion with significant numbers of learners coming through. Progress towards the forecast will accelerate with the completion of East Coast College and West Suffolk College by 2021.

Match funding has significantly increased (by 42%) due to the completion of Bury St Edmunds Relief Road and Norfolk Broadband which has now reached over 90% coverage, and the continuation of various projects under the Growing Business Fund and Growing Places Fund. Progress towards the forecast will accelerate as large projects are completed, allowing the match funding to be recorded.

The spend for the year accelerated in the final quarter of the financial year and reflects the spend position reported to the Board in April.

Key Considerations

When considering the Dashboard it is important to note the following:

The Dashboard is 3 months behind the current reporting period. This is a government set reporting period.

The Dashboard does not collect any 'indirect' outputs i.e. for jobs, jobs safeguarded, homes, leverage. It therefore does not show progress against our targets set by government.

A different Red/ Amber/ Green (RAG) rating has been used which measures projects against three points: delivery, finances and reputation. This is a government set definition.

Link to the Economic Strategy

The Growth Deal programme is critical to help deliver the Economic Strategy. The outputs outlined above all contribute to the ambitions set out in the Economic Strategy.

Next steps

September 2018: next Government Dashboard will be presented to the Board.

This will cover Quarter 1 (April – June) of the financial year 2018-19.

Recommendation

The Board is invited to endorse the dashboard as required by Government.

Appendix

Growth Deal Government Data Submission.

Growth Deal Dashboard

LEP Name **New Anglia LEP**

This Quarter: **Q4_1718**

Deliverables Progress



Housing	This Quarter	Financial Year						Total
		15-17	17-18	18-19	19-20	20-21	21-25	
Houses Completed	7	176	7	0	0	0	-	183
Forecast for year	40	0	40	0	0	360	-	400
Progress towards forecast	18%	-	18%	-	-	0%	-	46%



Jobs	This Quarter	Financial Year						Total
		15-17	17-18	18-19	19-20	20-21	21-25	
Jobs Created	1,192	173	1,345	0	0	0	-	1,518
Apprenticeships Created*	3	8	7	0	0	0	-	15
Jobs including Apprenticeships	1,195	181	1,352	0	0	0	-	1,533
Forecast for year	412	558	412	452	506	599	-	2,527
Progress towards forecast	290%	32%	328%	0%	0%	0%	-	61%

* Apprenticeships included within jobs totals prior to 2017



Skills	This Quarter	Financial Year						Total
		15-17	17-18	18-19	19-20	20-21	21-25	
Area of new or improved floorspace (m2)	0	3,944	4,849	0	0	0	-	8,793
Forecast for year	4,849	3,944	4,849	8,967	2,993	0	-	20,753
Progress towards forecast	0%	100%	100%	0%	0%	-	-	42%



Transport	This Quarter	Financial Year						Total
		15-17	17-18	18-19	19-20	20-21	21-25	
Number of New Learners Assisted	180	153	275	0	0	0	-	428
Forecast for year	352	72	352	773	480	0	-	1,677
Progress towards forecast	51%	213%	78%	0%	0%	-	-	26%

Transport	This Quarter	Financial Year						Total
		15-17	17-18	18-19	19-20	20-21	21-25	
Length of Road Resurfaced	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0
Length of Newly Built Road	0.0	1.4	2.5	0.0	0.0	0.0	-	3.9
Length New Cycle Ways	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0

Project RAG Ratings

Project Name	Previous Quarter Q3_1718	This Quarter Q4_1718	Project Name	Previous Quarter Q3_1718	This Quarter Q4_1718
Easton and Otley College	G	G	Great Yarmouth Third River Crossing	-	G
College of West Anglia	G	G	Lowestoft Flood Risk Management	AG	AG
Lynnsport Access Road	G	G	Ely Area Rail Capacity Enhancement	AR	A
Bury St Edmunds Relief Road	G	G	Enterprise Zone Accelerator Fund	AG	AG
Kings Lynn Innovation Centre	G	G	Running Costs	G	G
Growing Business Fund	AG	AG	-	-	-
Growing Places Fund	AG	AG	-	-	-
West Suffolk College	AG	AG	-	-	-
Norfolk Broadband Programme	G	G	-	-	-
Suffolk Broadband Programme	G	G	-	-	-
A47 Longwater Junction	G	G	-	-	-
Norwich Area Transportation Strategy (NATS) C	AG	AG	-	-	-
Norwich Area Transportation Strategy (NATS) A	AG	AG	-	-	-
Ipswich Waterfront Innovation Centre	G	G	-	-	-
International Aviation Academy	G	G	-	-	-
Beccles Southern Relief Road	AG	AG	-	-	-
Haverhill Innovation Centre	-	-	-	-	-
South Lowestoft Industrial Estate	G	G	-	-	-
Sudbury Western Bypass Study	G	G	-	-	-
Attleborough Sustainable Transport	A	AG	-	-	-
Bury St Edmunds Sustainable Transport	G	G	-	-	-
Great Yarmouth Transport Package	AG	A	-	-	-
Ipswich Radial Corridor Improvements	G	AG	-	-	-
Thetford Transport Package	AG	G	-	-	-
East Coast College	AG	AG	-	-	-
Felbrig Junction Improvemnet	G	G	-	-	-
Ipswich Cornill	G	G	-	-	-
Snetterton Employment Area	N/A	AG	-	-	-
Norwich Northern Distributor Road	G	G	-	-	-
Great Yarmouth Rail Station Interchange	AG	AG	-	-	-

Growth Deal Performance
G

Area lead comments

Financial Progress

LGF Award	2015-16	2016-17	17-18	18-19	19-20	20-21	Total
	£36,900,000	£38,548,555	£41,334,111	£34,659,957	£24,661,848	£47,412,132	£223,516,604

LGF Outturn	This Quarter	Financial Year					Total
		15-17	17-18	18-19	19-20	20-21	
Actual	£ 25,142,870	£ 75,448,535	£ 28,621,444	£ -	£ -	£ -	£ 104,069,980
Forecast for year	£ 34,431,000	£ 75,448,555	£ 34,431,000	£ 43,262,000	£ 18,205,000	£ 12,085,178	£ 183,431,733
Progress towards forecast	73%	100%	83%	0%	0%	0%	57%

LGF Expenditure	This Quarter	Financial Year					Total
		15-17	17-18	18-19	19-20	20-21	
Actual	£ 19,010,812	£ 73,695,338	£ 22,489,457	£ -	£ -	£ -	£ 96,184,795
Forecast for year	£ 33,295,000	£ 75,448,555	£ 33,295,000	£ 43,262,000	£ 18,205,000	£ 12,085,178	£ 182,295,733
Progress towards forecast	57%	98%	68%	0%	0%	0%	53%

Non-LGF Expenditure	This Quarter	Financial Year					Total
		15-17	17-18	18-19	19-20	20-21	
Actual	£ 151,989,812	£ 51,667,508	£ 154,112,825	£ -	£ -	£ -	£ 205,780,332
Forecast for year	£ 65,642,893	£ 51,667,508	£ 65,642,893	£ 196,100,000	£ 20,240,000	£ 27,182,000	£ 360,832,401
Progress towards forecast	232%	100%	235%	0%	0%	0%	57%

Total LGF + non-LGF Expenditure	This Quarter	Financial Year					Total
		15-17	17-18	18-19	19-20	20-21	
Actual	£ 171,000,624	£ 125,362,846	£ 176,602,282	£ -	£ -	£ -	£ 301,965,127
Forecast for year	£ 98,937,893	£ 125,362,846	£ 98,937,893	£ 239,362,000	£ 38,445,000	£ 39,267,178	£ 541,374,917
Progress towards forecast	173%	+100%	+178%	+0%	+0%	+0%	56%

Contractual Commitments (manual entry)

	15-17	17-18	18-19	19-20	20-21	Total
Forecast						£ -
Actual						£ -
Variance						£ -

Commentary

Section 151 Officer Approved

Name	
Signature	
Date	

Summary

This report provides an overview of LEP team activities since the May board meeting, structured around programmes, strategy, engagement and finance.

Recommendation

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

LEP Review

We continue to receive updates on the progress of the Government’s LEP Review, which is due to report before the summer recess. This begins on July 24th.

Doug Field attended a meeting of LEP chairs attended by a number of senior civil servants, and we continue to be updated by officials.

As previously reported to the board, the review is designed to reinforce the role of LEPs, which was a manifesto commitment.

We are anticipating the review to provide clearer guidance for LEPs on their structure and governance as well as role and remit.

The review is also looking at overlaps and the size of LEPs as well as the relationship of LEPs where there is also a combined authority.

LEP Programmes Delivery

Growth Deal Update on Live projects

Work is progressing, with 27 live Growth Deal projects/programmes and 12 projects now complete.

We continue to develop legal agreements for new projects, including those recently allocated funding under the third round of Growth Deal.

Currently, 10 projects have an ‘amber’ status. In most cases ‘amber’ status flags up minor points to be resolved before a grant agreement can be issued or there is delayed delivery and expenditure. In all cases the projects are making progress. A red status would indicate the project had stopped or was stalled.

There is a significant amount of slippage from the last financial year (2017-18) which the team is working hard to clear.

More information on outputs of the programme as a whole can be found in agenda item 14.

Listed below are the amber projects.

Note: amounts given below in brackets refer to the total Growth Deal grant amount and the budgeted allocation for this financial year. The majority of current projects are being delivered over multiple financial years.

Amber: A47/A1074 Longwater Junction, Norwich (£2m - £0.252m)– the project has been further delayed by land acquisition, but it is scheduled for delivery by 2019, with the drawdown of LEP funding in Quarter 1.



Amber: Attleborough Sustainable Transport Package (£4.6m - £2.055m)– major slippage occurred due to delays associated with the public consultation, with £1.2M of funds moved backward into the 2018/19 financial year.

Amber: Beccles Southern Relief Road (£5m - £1.2m)– works started in August 2017 and is expected to take one year to complete. The project has been progressing well, with a forecast overall overspend, but given the substantial amount to be claimed this FY, it remains on the list of projects at risk.

Amber: East Coast College Energy Skills & Engineering Centre (£10m -£1.55m) – the LEP Board approved this project in May 2017. A detailed redesign has taken place in order to keep it within budget, this has led to slippage of around 4 months. This means that the drawdown of funding will be significantly lower than originally anticipated. The new centre will open in September 2019.

Amber: Enterprise Zone Accelerator Fund (£15m -£5m) – This will support the construction of a new headquarters for Proserv at Beacon Park Enterprise Zone. This building was completed on time and budget and occupied. The fund is ‘amber’, as there are a number of projects in the pipeline the allocation for this year which have not been committed yet. Further resource has been allocated to develop the pipeline.

Amber: Great Yarmouth Transport Package (£8.875m - £2.69m)– delivery of cycle and pedestrian schemes has improved following delays due to extensive consultation. However there continues to be delays on a number of schemes. A dedicated team has been appointed at Norfolk County Council to develop this package.

Amber: Norwich Area Transportation Strategy - A11 Corridor (£4.175m- £1.8)– work in progress, with a delay to the Daniels Road scheme which will go to the Norwich Highways Agency Committee in June for approval before it goes to public consultation.

Amber: Norwich Area Transportation Strategy - City Centre Package (£7m- £2.87m)– Although we anticipate an overall overspend, the project is ‘amber’ as delivery of Phase 3, the Prince of Wales Road and Rose Lane gyratory, was delayed pending public consultation, and requires further extension to the funding timeline.

Amber: Thetford Transport Package (£2.899m - £1.073m)– the project is in progress, however an update on progress on constructing the new roundabout access to the Thetford Enterprise Park is required.

Amber: West Suffolk College Engineering and Innovation Centre (£7m- £3m)– Phase One is complete, the premises & site has been acquired using Growth Deal funds. Phase Two is now focusing on refurbishment of the building. The Board has now approved this and work on the grant agreement is underway.

Growing Places Fund

New projects approved through the Growing Places Fund at the May LEP Board meeting, Gainsborough House, Norwich Castle and The Hold in Ipswich are now entering the draft offer letter stage. Wherever possible, spend in the current financial year will be identified and profiled accordingly.

Another Growing Places Fund project, Great Yarmouth Waterways, a £2.77m project to renovate and refurbish the Venetian Waterways and boating lake on the seafront celebrated the start of works with a ground-breaking ceremony on 11 June.



Graham Plant, Leader of GYBC and Steve Miller, Trustee for the Heritage Lottery Fund attended along with Chris Dashper of the LEP to mark the start of works to bring the waterways back into use, reintroducing the popular boat rides around the site for the first time in more than three decades.

Much of the work will be carried out by volunteers, especially the landscaping works and the attraction is hoped to be open for Easter 2019. The project received a £250k grant award from GPF.

New Anglia Capital

New Anglia Capital now has a total of 11 investments, the most recent being a £150k investment in Novo Farina, a company producing pea flour which is a naturally gluten free product.

In addition, previous investments Spark EV and Developing Experts have grown considerably since their previous investments by NAC and have approached the LEP for additional investment to help support this growth.

Spark EV have moved into our region as a result of the NAC investment and now have offices in Norfolk and Suffolk. Developing Experts are growing rapidly and are looking to expand their overseas market.

A New Anglia Capital board meeting was taking place on Tuesday (12th) where two pitches from investors were being considered.

Growth Programme

The Growth Programme team have now submitted the formal application, in the form of a project change request, for an extension to the existing programme to continue the Growth Hub, Start Up programme and Small Grant Scheme for a further three years from September 2018.

The team are in regular contact with MHCLG, the delivery team for the programme, to ensure that the change request is considered and agreed in a timely fashion to allow seamless delivery between the first phase of the programme and the extension.

The key concern on the existing programme has been the rate at which businesses are claiming grants the Small Grant Scheme.

In the past month the claim rate has continued to increase and the total spend on small grants to date now stands at £936k or 61% of the total grant allocation. This is up from just over 50% a month ago.

LEP Governance

Audit & Risk Committee

The LEP’s Audit and Risk Committee has now been constituted, with Nick Banks being appointed as Chair, and it is scheduled to meet on 28th June 2018. The Committee will review the annual Financial Statements and, subject to any adjustments, recommend that they are approved by the board.



LEP Strategy Team

Utilities Workshop

The Building Growth Group is leading on a Utilities Workshop which will take place in September. The event will invite local authorities and representatives from the development industry to have a debate with utility providers around barriers to growth and how they might be overcome. The event will build on interactions to date, focussing on previously identified issues with a paper for further consideration its output.

If Board members are interested in attending or finding out more please contact Ellen Goodwin.

Strength in Places Fund

UK Research and Innovation (UKRI) launched the Industrial Strategy Strength in Places Fund at the end of May. The high level aims of the Strength in Places Fund are:

- To support innovation-led relative regional growth by identifying and supporting areas of R&D strengths that are:
 - driving clusters of businesses across a range of sizes that have potential to innovate, or to adopt new technologies;
 - in order that those clusters will become nationally and internationally competitive.
- To enhance local collaborations involving research and innovation.

The LEP hosted a session bringing together a wide range of interested partners from business, academia and local authorities. The aim of the session was to identify all the different ideas and opportunities that could fit into a SIPF bid, test them against the criteria and identify if and what a bid from our area should look like.

It was agreed that there was potential to bring together several projects across the area to develop a proposal. As the fund requires either a business or a research institute to be the lead applicant it was agree that UEA would lead on the development of the proposal with support from the LEP Executive. Deadlines for Expressions of Interest is 25th July, those who are invited through to the next stage with receive £50k to help develop the proposal to full application.

LEP Network – Rural Group and Housing Meeting

James Allen represented New Anglia LEP at two LEP Network meetings on Wednesday 23rd May – a Housing meeting with Homes England and the Rural Group meeting.

The Rural Group meeting took place with DEFRA’s rural productivity team and covered trying to streamline DEFRA’s engagement with LEPs, rural-proofing local industrial strategies, the future of funding in rural areas post-Brexit (CAP, EAFRD and LEADER), the food and drink council’s discussions towards a sector deal and the importance of mobile/broadband investment which DEFRA should be championing.

The next meeting of the LEP Network’s Rural Group meeting will take place before the end of the year, but James will be attending a DEFRA LEP Roundtable on 19th June in the meantime.



At the meeting with Homes England, Deputy Chief Executive Tom Walker gave an overview of Homes England’s role and representatives from MHCLG gave an update on the current issues relating to planning and were interested in housing deals. A draft LEP Network report on housing was circulated prior to the meeting (pulled together by Hilary Chipping from SEMLEP) and a discussion took place around the different role LEPs play in housing. LEPs were encouraged to send Homes England market intelligence in their area and any LGF project hold ups due to other government agency processes. Homes England will circulate some questions to LEPs regarding details of 3-4 priority housing projects in each area.

LEP Stakeholder Engagement

The LEP executive team has been involved in a number of engagement events, including a Wellbeing in Leadership conference in Norwich which saw over 150 business leaders discuss ideas for improving workplace wellbeing, looking at both physical and mental health.

We have received positive media coverage following two PR events – the official launch of Artemis House (Proserv headquarters) at Beacon Park and the ground breaking ceremony for the Venetian Waterways projects in Great Yarmouth.

Chris Starkie spoke at the Norwich Business Improvement District commercial conference on 19 June, which featured a panel discussion about branding Norwich as a place to set up and grow your business as well as the Tourism Management Institute conference in Cambridge on the role of LEPs in supporting tourism.

LEP Core Finances

Headline figures for the two months are: Total income £245,938 of which £124,666 represents core contribution with recharges and other income of £121,272 making up the balance. Costs to 31 May total £215,919 leaving a surplus of £30,019, ahead of budget by £8,452.

Financial audit - year ended 31 March 2018. Lovewell Blake carried out the on-site audit during the week commencing 28 May 2018 and the file has been passed on for partner review.

Recommendation

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





New Anglia Local Enterprise Partnership Board

Wednesday 20th June 2018

Agenda Item 16

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 May 2018. The report includes **confidential** appendices:

Appendix A - core management accounts period ended 31 May 2018

Appendix B – core monthly and year to date graphs

Management accounts

The LEP's core income and expenditure account for the period ended 31 May 2018 is shown in confidential appendix A.

31 May 2018

Headline figures for the two months are: Total income £245,938 of which £124,666 represents core contribution with recharges and other income of £121,272 making up the balance. Costs to 31 May total £215,919 leaving a surplus of £30,019, ahead of budget by £8,452.

Financial audit - year ended 31 March 2018

Lovewell Blake carried out the on-site audit during the week commencing 28 May 2018 and the file has been passed on for partner review. It is expected that the draft financial statements will be ready to present to the Audit and Risk committee in late June with the objective that they be presented to the LEP Board in July for approval.

Audit and Risk Committee

The LEP's Audit and Risk Committee has now been constituted, with Nick Banks being appointed as Chair, and it is scheduled to meet on 28th June 2018. The Committee will review the annual Financial Statements and, subject to any adjustments, recommend that they are approved by the Board.

Recommendation

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

Given that the July board meeting has been cancelled, the Board is asked to agree that we circulate the Financial Statements via email for approval following the recommendation of the Audit and Risk Committee.

New Anglia LEP Board Forward Plan - 2018

Date	Venue	Forward Looking	Governance & Delivery
17 th January	Orbis, Lowestoft	<ul style="list-style-type: none"> • Aims and Objectives for the Year 	<ul style="list-style-type: none"> • Capital Growth Programme projects • Voluntary Community Sector Programme • New Anglia Capital • The Malthouse • (WSC 2nd Phase Project) • Governance review new structure • Annual review of current operational plan. • ERDF bid • 2018/19 budget • Capital Growth Programme bids • Growing Places Fund bids • Scheme of Delegation • LEP Capital budget • Review of professional advisers • Decision Log • Growth Deal Quarterly Dashboard • Capital Growth Programme Projects • PwC report review of implementation • Data Dashboard • WSC 2nd Phase • Speculative Development • Growing Places Fund Atex Park
21 st February	Marble Hall, Norwich	<ul style="list-style-type: none"> • Economic Indicator trajectories and targets • Brexit Analysis 	
21 st March	Jockey Club, Newmarket	<ul style="list-style-type: none"> • Institute of Technology (IoT) 	
18 th April	Green Britain, Swaffham	<ul style="list-style-type: none"> • Tri Lep Local Energy East Strategy • Cambridge Norwich Tech Corridor 	
23 rd May	Co-op Education Centre, Ipswich	<ul style="list-style-type: none"> • Transport strategy • Enterprise Zones 	
20 th June	The University of East Anglia	<ul style="list-style-type: none"> • Place Branding • Inward Investment • Skills 	<ul style="list-style-type: none"> • Enterprise Adviser Network • Growth Deal Quarterly Dashboard • Local Energy Strategy • Revenues Budget Framework • Honingham Proposal
18 th July	Meeting Cancelled	<ul style="list-style-type: none"> • Opportunity Areas (To October) 	<ul style="list-style-type: none"> • Draft accounts – To be approved electronically • Eastern Agritech proposal (To October) • Programme Performance Report (To September) • NAC Bi-Annual Update (To September)
August			No Board Meeting
19 th September	Aviation Academy + AGM	<ul style="list-style-type: none"> • Sectors Update • Grand Challenges 	<ul style="list-style-type: none"> • LEP Review • Data Dashboard • Brexit Action Plan • Economic Strategy Delivery Plan • Growth Deal Quarterly Dashboard • Programme Performance Report • NAC Bi-Annual Update
18 th October	Sizewell, Suffolk	<ul style="list-style-type: none"> • Opportunity Areas 	<ul style="list-style-type: none"> • EEEGR • Eastern Agritech proposal • Capital Growth Programme Call
21 st November	Keystone Centre, Thetford	<ul style="list-style-type: none"> • Economic Strategy Review – LEP Board, Leaders and Sector Chairs 	<ul style="list-style-type: none"> • Data Dashboard
December			No Board Meeting