

New Anglia Local Enterprise Partnership Board Meeting

Wednesday 17th January 2018
10.00am to 12.30pm
Orbis Energy, Wilde Street, Lowestoft, Suffolk, NR32 1XH

Agenda

No.	Item	Duration
1.	Welcome	 20 mins
2.	Apologies	
3.	Declarations of Interest	
4.	Welcome from Orbis Energy	
5.	Actions / Minutes from the last meeting	
Forward looking		30 mins
6.	Aims and Objectives for the Year – Presentation	For discussion
Governance and delivery		100 mins
7.	Capital Growth Programme Projects including Confidential Tables	For Approval
8.	New Anglia Voluntary Community Sector Programme Extension	For Approval
9.	Integrated Health and Employment Service Proposal	For Approval
10.	Growing Places Fund investment The Malthouse – Confidential	For Approval
11.	New Anglia Capital – Confidential	Update
12.	Chief Executive's report including PwC and Mary Ney Review Implementation Plan	Update
13.	Finance Report including Confidential Appendices	Update
14.	Appointment of New Director - Confidential	For Approval
15.	Remuneration Committee – Confidential	For Approval
16.	Any Other Business	

Date and time of next meeting: 21st February, 2018. 10am-12.30pm
Venue: The Marble Hall, Surry Street, Norwich, NR1 3NG

New Anglia Board Meeting Minutes (Unconfirmed) 22nd November 2017

Present:

Cllr David Ellesmere (DE)	Ipswich Borough Council
Doug Field (DF)	East of England Coop
Cllr Cliff Jordan (CJ)	Norfolk County Council
Dominic Keen (DK)	High Growth Robotics
Cllr Colin Noble (CN)	Suffolk County Council
Cllr Andrew Proctor (AP)	Broadland District Council
Prof David Richardson (DR)	UEA
Sandy Ruddock (SR)	Scarlett & Mustard
Dr Nikos Savvas (NS)	West Suffolk College
Jeanette Wheeler (JW)	Birketts
Tim Whitley (TW)	BT

In Attendance:

Cllr Mike Stonard	Norwich City Council (For Alan Waters)
Shan Lloyd	BEIS
Katherine Hunt	BEIS
Chris Dashper (CD)	New Anglia LEP
Hayley Mace (HM)	New Anglia LEP
Lisa Roberts (LiR)	New Anglia LEP
Keith Spanton (KS)	New Anglia LEP
Chris Starkie (CS)	New Anglia LEP
Helen Wilton (HW)	New Anglia LEP
Tracey Jessop (TJ)	Norfolk County Council
Sue Roper (SuR)	Suffolk County Council

Actions from the meeting: (22.11.17)	
LEP Governance Review To express preferences over committee roles to LiR by 1 st December	ALL
Business Investment Proposal - Confidential To receive more detail on the skills spending within the proposal	NK
May Ney Review Including Standards of Conduct To receive details of where the policies can be accessed.	HM
Board Forward Plan To provide feedback on the plan and propose any additional items	ALL
Business Performance Reports To receive a proposal on the Eastern Agi-Tech initiative by email.	CS
1	Welcome from the Chairman
Doug Field (DF) welcomed everyone and thanked Tim Whitley for hosting the meeting. He welcomed Katherine Hunt from BEIS and Mike Stonard who is deputising for Cllr Alan Waters.	
2	Apologies
Apologies were received from: Cllr John Griffiths Steve Oliver Lindsey Rix Cllr Alan Waters Julian Munson	
3	Declarations of Interest
Full declarations of interest can be found at http://www.newanglia.co.uk/about-us/the-board/ . The board were reminded that declarations of interest are required as part of LEP scrutiny and must be submitted to the LEP office at the earliest convenience. Declarations relevant to this meeting: Jeanette Wheeler (JW) noted an interest in Item 7 and did not take part in the relevant discussion or decision. JW also declared an interest in the update on the CITB Announcement provided by Chris Starkie (CS) within his Chief Executive's Report.	
4	Welcome from Adastral Park
Tim Whitley (TW) welcomed Board members to Adastral Park. TW provided a presentation on the importance of BT & EE to the immediate geographic area and gave an overview of the work carried out at Adastral Park.	
5	Minutes of the last meeting 25th October 2017
<i>Actions from last meeting updated as follows:</i> Implementing the Economic Strategy: Review of LEP Programmes To be advised of the retention rate of jobs created through the VCS Challenge Fund – this has been requested and a response awaited from the Norfolk Community Foundation. Investigate whether any Co-Ops have applied for the VCS Challenge Fund – this has been requested and a response awaited from the Norfolk Community Foundation. To receive Terms of Reference for each fund – Hard copies are available from Chris Dashper (CD) or can be emailed on request. Board to receive business cards with contact details for the Growth Hub and the programmes team – awaiting delivery.	
	CD
	CD
	CD
	HM/HW
Britvic and Unilever Presentation To receive an update from CS following the meeting on 26 th October – included in the Chief Executive's Report.	
	CS
6	LEP Governance Review
Lisa Roberts (LiR) took the paper as read and reviewed the proposed scope and approach for the governance review outlining the recommendations for the Board to consider. The Board discussed the proposed new structure and the changes to the boards and committees detailed under the diagram of the First Tier.	

	<p>David Ellesmere (DE) queried whether each of the priority areas should have its own representative on the new board for the delivery of the Economic Strategy.</p> <p>LiR advised that the make-up of the Boards had yet to be decided and that the terms of reference for the Board would be worked up following the decisions made at this Board meeting. The initial plan was that the priority areas would be represented through the Growth Groups.</p> <p>LiR noted that the recommendations being put to the Board were focussed on agreeing the structure and the way forward and the composition and details would be presented at a later date.</p> <p>In order to ensure that the best committee members were in place for each group, the review would establish membership from scratch and LiR asked that Board members contact her with expressions of interest in particular boards/committees.</p> <p>DE noted that the chair of the Economic Strategy Implementation Board should be neutral and not tied to any particular theme.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> • To note the content of the report • To agree the scope of the governance review • To agree the proposed approach and timetable for phase 2 • To agree the recommendations presented for the first tier of the new structure • To express preferences over committee roles to LiR by 1st December 	ALL
7	Business Investment Proposal – Confidential	

	<p>The Board agreed:</p> <ul style="list-style-type: none"> To receive more detail on the skills spending within the proposal from Nicole Kritzinger (NK) That the LEP executive develop relevant funding agreements to ensure the proposed outcomes are realised, and appropriate clawback mechanisms are in place. 	NK
8	May Ney Review Including Standards of Conduct	
	<p>Chris Starkie (CS) took the majority of the paper as read and reviewed the key points of the paper.</p> <p>DE noted that the Standards of Conduct included details of employees remaining politically neutral and queried whether this meant that they would not attend any meeting at which only one political party was present.</p> <p>The meeting discussed the issues around the attendance at meetings with representatives from political parties and agreed the policy should be amended for clarity over this issue.</p> <p>CS confirmed that the Whistle-Blowing Policy is currently being updated. DF requested that all policies be available to access for Board Members.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> To note the content of the report To formally adopt the Mary Ney recommendations To endorse the timetable outlining the implementation of the recommendations. To adopt the revised polices around conduct, subject to emending the paragraph on political meetings. To receive details of where the policies can be accessed. 	HM
9	LEP Board Attendance Policy	
	<p>Doug Field (DF) took the majority of the paper as read and reviewed the key points of the proposal.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> To note the content of the proposal To accept the recommendations made in the report 	
10	Board Forward Plan	
	<p>LiR took the majority of the paper as read and asked for questions for the Board.</p> <p>The Board was advised that the plan would change going forward as the implementation plan for the Economic Strategy was developed. Board members were asked for feedback.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> To note the content of the plan To provide feedback on the plan and propose any additional items 	ALL
11	PwC Report	
	<p>Doug Field (DF) took the majority of the paper as read and asked the Board for questions</p>	

	<p>Shan Lloyd (SL) noted that while the implementation of the Mary Ney review needed to be done by 28th Feb 2018 further changes to the Assurance Framework would not be required until after the further review has been completed.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> To note the content of the report. 	
12	Chief Executive's Report	
	<p>CS took the majority of the paper as read and provided an update on the following items:</p> <p>Confidential-</p> <p>CITB Announcement – A proposal has been made to close the office at Bircham Newton and relocate the head office to Peterborough. Investigations are ongoing regarding retaining the card business in situ and also to retain the training section of the site.</p> <p>Tech Clusters - Plans have been announced to expand the Tech clusters have included Cambridge but not Norwich or Ipswich. The LEP is supporting the aim to create an East cluster covering multi-sites and asked for support from the Board.</p> <p>CS and DF proposed to Greg Clark that the LEP be used to trial the local industrial strategies in order to be at the front of any changes and have a positive influence in the implementation.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> To note the content of the report To support the proposal around a Tech cluster for Norwich, Ipswich and Cambridge. To ask Government that the New Anglia LEP be a pilot local industrial strategy area. 	
13	Business Performance Reports	
	<p>CS took the majority of the papers as read and asked for questions from the Board. It was noted that, given the ongoing changes to boards, the BPRs will also be subject to review and so will not be included in the January Board pack.</p> <p>Ambitions Dashboard - LiR noted that much of the dashboard data was reported annually and that this would be investigated as part of the implementation of the strategy. The detail behind the reduction in jobs in the region was being investigated further. The speed of housing delivery was increasing although still below target.</p> <p>Call for Projects – Applications are still being received. Those not meeting the conditions of this call will be held in preparation for future calls. DK asked how many applications had been received and whether any were turned down due to lack of available funds. CD advised that the call for projects under the Capital Growth Programme was likely to be oversubscribed. He also said that in programmes such as the Growing Business Fund or Small Grants Programme, bids had not been turned down due to funding availability but were sometimes scaled down or rejected due to suitability with the criteria. The Growth Deal had traditionally been oversubscribed so projects were selected that demonstrated the best strategic fit, deliverability, outcome and value for money. This information can be added into future reporting.</p> <p>Growth Deal - Some legal agreements have proved more complex than expected but were due to be in place before Christmas. The focus is now on chasing spend to ensure it is in place as agreed however a mechanism for a capital swap has been put in place with Norfolk County Council for this year.</p>	

	<p>Eastern Agri-Tech - CS provided an update on the programme. GCGP funding is still frozen however an Agritech panel is still in place to assess and approve projects. A proposal is being drawn up for the LEP Board on how to manage the financial delivery of projects in Norfolk and Suffolk approved through that panel, on a case by case basis. This will be circulated to the Board in December for agreement.</p> <p>Communications – Hayley Mace (HM) noted that the new website was now live and details of usage statistics would be built into future reports.</p> <p>Confidential -</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> To note the content of the report. To receive a proposal on the Eastern Agri-Tech initiative by email. 	CS
14	Finance Report	
	<p>Keith Spanton (KS) reviewed the Finance report as included in the Board papers highlighting the following items: Wages and Salary – LEP staffing is now almost at full capacity. Marketing costs for MIPIM and Venturefest have come in lower than budgeted. Legal & Professional fees are higher than budgeted.</p> <p>The Board agreed:</p> <ul style="list-style-type: none"> To note the content of the reports. 	
15	Eastern Agri-Tech Initiative	
	To be circulated by email in December.	
16	Any Other Business	
	None	

Next meeting:

Wednesday 17th January 2018, 10am-12.30pm
Orbis Energy, Wilde Street, Lowestoft, Suffolk, NR321XH

Actions from New Anglia LEP Board Meetings

Date	Item No.	Action	Update	Actioned By	Status
22/11/2017	LEP Governance Review	To express preferences over committee roles to LiR by 1 st December		All	Completed
22/11/2017	Business Investment Proposal	To receive more detail on the skills spending within the proposal	Further details to be included in the funding application	NK	On-Going
22/11/2017	Mary Ney Review	To receive details of where the policies can be accessed.	Published on web site with link issued to Board members	HM	Completed
22/11/2017	Board Forward Plan	To provide feedback on the plan and propose any additional items		ALL	Completed
22/11/2017	Business Performance Reports	To receive a proposal on the Eastern Agi-Tech initiative by email.	On hold pending clarification on the situation at GCGP	CS	On Hold
25/10/2017	Implementing the Economic Strategy	To be advised of the retention rate of jobs created through the VCS Challenge Fund	To be provided at the November Board meeting	ID	On-Going
25/10/2017	Implementing the Economic Strategy	Investigate whether any Co-Ops have applied for the VCS Challenge Fund	To be provided at the November Board meeting	CD/ID	On-Going
25/10/2017	Implementing the Economic Strategy	Board to receive business cards with contact details for the Growth Hub and the programmes team.	Card have been ordered and delivery awaited	HM/HW	Completed
20/09/2017	Business Performance Reports	To receive a future report on the approach to NAC investments	To be presented to the Board in January	CD	On-Going
23-May-17	Inward Investment framework	An inward investment/international committee to be created with Jeanette Wheeler, David Richardson, Mark Goodall and Tim Whitley.	A committee has been established with the first meeting being planned	JM	Completed

New Anglia Local Enterprise Partnership Board
17th January 2018

Agenda Item: 7

Capital Growth Programme Call: Project recommendations

Author: Chris Dashper

Summary

The Capital Growth Programme call for projects was launched immediately following the October 2017 LEP Board meeting.

Under the call £9m of grant funding from the Growth Deal has been made available to support projects that help deliver the new Economic Strategy.

A total of 29 project Expressions of Interest were received, with sectors including infrastructure, transport, employment projects, skills and cultural themed projects.

All projects have been independently appraised using a comprehensive range of criteria.

However questions raised by the independent appraisers means that the majority of the projects need to supply further information to allow a more detailed assessment to take place before a decision can be made on whether or not they should be recommended for funding.

This paper recommends approving two projects which satisfy the criteria and require a timely decision, deferring decisions on a further 20 projects pending further information and rejecting seven projects.

Deferred projects, depending on when they are ready, would be brought back to a spring board meeting or referred to a further Growth Deal funding round, currently scheduled for the summer or autumn of this year.

Recommendation

The Board are asked to:

Approve the award of Growth Deal grant funding to the following projects in table 1:

- Bacton to Walcott Coastal Management Scheme
- Cefas Research Centre

Approve the recommended decision option for each of the projects in tables 2 and 3:

- Table 2: Recommended to defer
- Table 3: Recommended to reject

Background

The Capital Growth Programme call for projects was launched immediately following the October 2017 LEP Board meeting.

Under the call £9m of grant funding from the Growth Deal has been made available to support projects that help deliver the new Economic Strategy.

Of this funding £4.3m came from the deallocation of existing projects in Growth Deals One and Two and £4.7m from our Growth Deal Three allocation.

The call for projects closed on 30 November 2017. A total of 29 project Expressions of Interest were received, with sectors including infrastructure, transport, employment projects, skills and cultural themed projects.

Following a first stage sift of the projects, our independent appraisers Hewdon Consulting have completed the initial appraisal of the project applications received.

All projects have been appraised in accordance with HM Treasury Green Book principles of viability, value for money, achievability, affordability and need.

To ensure that projects reflect New Anglia LEP priorities and most importantly assist in the delivery of the Economic Strategy, the Strategic Prioritisation Framework, developed with Metro Dynamics has also been applied by Hewdon Consulting.

Key areas have been scored 1-5 for each project, with 5 being the highest.

Details of the appraisal methodology can be found after the tables at **appendix 1**.

The top two projects are recommended for approval. Their scoring was clearly higher than all other projects and they require a timely decision. These projects would utilise £2.48m of the £9m. Details of these projects are in **table one**.

Most of the other projects need to supply further information to allow a more detailed assessment to take place before they can be brought forward for a decision by the board. None of these projects requires an urgent decision to be made. Details of these projects are in **table two**. The information contained in this table should be considered confidential.

We recommend the LEP executive continues to engage with these projects, with a second batch brought for consideration at a spring board meeting when ready. Funding available for this would be £6.52m, being the balance of the £9m assuming the two projects for approval are agreed.

Looking further ahead, once the £9m from this call is fully allocated, the Capital Growth Round will still have £23m available and we are planning a second call for projects later in the year. This will be in the summer or autumn.

Deferred projects if not ready to be funded in the spring round, will be encouraged to bid into this new round.

Given the learnings from this round, chiefly that very few projects provide the level of information required for a decision to be made, the next round will need some tweaks to the process.

The main change will be to allow more time between the completion of the independent appraisal and the board decision.

This will allow project promoters to supply more information which was lacking in their application, or to answer specific queries raised by the project assessor. We will also be working to ensure that applications to the new call are of a higher standard.

Finally there were a number of projects which were not strictly eligible for funding via this mechanism. There were also a few applicants seeking additional funding for projects which have already received funding from the Growth Deal. The LEP board has previously indicated it would only put more money into a project if there were additional outputs generated as a result of the further investment. Details of these projects are in **table three**. The information contained in this table should be considered confidential.

Project sectors by county

Project Sector	Norfolk	Suffolk	Total
Flood defences and Infrastructure	6	2	8
Transport	2	5	7
Employment Space	2	3	5
Skills	2	4	6
Tourism Culture and Media	2	1	3
Total	14	15	29

Financial implications

The two projects recommended for approval would utilise £2.48m of the £9m.

This would enable £6.52m to be available for a spring approval round.

A further £23m would then remain for a future call to be held in the summer/autumn.

Recommendation

The Board are asked to:

Approve the award of Growth Deal grant funding to the following projects in table 1:

- Bacton to Walcott Coastal Management Scheme
- Cefas Research Centre

Approve the recommended decision option for each of the projects in tables 1 and 2:

- Table 2: Recommended to defer
- Table 3: Recommended to reject

Projects to be approved (Table 1)

Name of Project	£ Request	Outputs	Strategic fit	Deliverability	Additionality	Economic Impact	Total	State Aid Compliant	Recommendation
Bacton to Walcott Coastal Management Scheme	1.08	1258 jobs 222 homes protected 230 businesses £51m GVA	5	5	5	5	20	Yes	Approve
Cefas Research Centre upgrade	1.40	450 jobs safeguarded 50 new jobs created 3200m2 office space 5300m2 refurbished space 11-15 Apprenticeships	5	5	3	3	16	Yes	Approve

Appendix 1

Appraisals for approved projects

Bacton to Walcott Coastal Management Scheme £1.08m

Project	Bacton to Walcott Sandscaping Project
Applicant	North Norfolk District Council
Request	£1,080,000
<p>Summary of Proposal - The Bacton to Walcott Sandscaping Project seeks to protect Bacton Gas Terminal and the adjacent villages from coastal erosion by an innovative Dutch ‘Sandscaping’ method. Large volumes of sediment (1.5-1.8 M cubic metres) will be placed on the beaches in front of the soft cliffs to protect the area’s sea defences from damage. The project cost is £17-20m and it is scalable, with the higher cost enabling more sand to be poured and better protection. The private sector (Bacton Terminal) is contributing £12.2-13.4m and £6.5m is coming from various public sector sources. The contribution from the LEP would help the project reach optimum size.</p>	
<p>Outputs</p> <ul style="list-style-type: none"> • 1,258 jobs secured • 222 homes protected from flooding • Project supports 230 businesses and £51 million of annual GVA <p>In addition the flat sand beach created could attract sand yachts, kite surfing etc and boost the tourist economy.</p>	
<p>Strategic fit – The Economic Strategy recognises Bacton Gas Terminal as “a major component of UK energy infrastructure, providing one third of the UK gas supply, making it an essential component in ensuring the future energy security of the UK.” It also says that “Infrastructure improvements underpin all our priority places and themes [including] Flood defences that unlock or protect housing and commercial development.”</p>	
<p>Deliverability of Project</p> <p>This is a very sophisticated project with an international consultant team and subject to the rigorous EA Green Book appraisal process. It is expected to receive Outline Business Case approval in early 2018, leading to completion of detailed design and consents. The project would start in Spring 2019 and take 4 months to complete. Even if the programme were to slip, it should still be possible to draw down LEP funding in 2018-19.</p>	
<p>Additionality</p> <p>As this is a flood defence project, it largely safeguards existing activity and the additionality in terms of increased economic activity is poor. For this reason, the government assesses flood defence projects in terms of activity safeguarded, which is a more appropriate measure. For this project, the “do nothing” option is to put a third of the UK gas supply at risk. More guidance is set out in EA’s “Guidance for Risk Management Authorities” (Feb 2014)</p>	
<p>Value for money</p> <p>To obtain OBC approval the project will have to demonstrate a BCR in excess of 1:1. The bid states that it is estimated as a minimum of 1:1.34 and could be as high as 1:6</p>	
<p>State Aid Compliance</p>	

More detailed due diligence will be required but the state aid position appears to be acceptable.

Comments

This project has national importance, is deliverable and will pass the government's own additionality test before proceeding. There is a slight concern about state aid although the risk of challenge appears very slight.

Recommendation

Approve, subject to due diligence, particularly on state aid issues.

Cefas Research Centre

Project	CEFAS Marine Science Hub
Applicant	Department for Environment, Food & Rural Affairs
Request	£1,400,000
Summary of Proposal - To provide a long-term, fit-for-purpose marine science facility that will secure the Centre for Environment, Fisheries and Aquaculture Science (CEFAS) in the region for the next 40 years. Defra have considered a range of national alternatives. The project will deliver: <ul style="list-style-type: none">- The replacement of Victorian, 1930's and 1960's buildings with a modern, fit for purpose facility saving £2m per annum in capital and running costs;- Scientific operations will be greatly enhance as physical interactions are enabled driving innovations;- Significant image and brand enhancement to better attract global customers and staff;	
Outputs <ul style="list-style-type: none">• Safeguard 450 CEFAS jobs• 3200m2 of new office space• 5300m2 of refurbished laboratory and office space• 12-15 apprenticeships per annum• 50 immediate subcontractor jobs	
Strategic fit – CEFAS is specifically referenced in both the SEP and the Economic Strategy. Its presence in Lowestoft is seen as a vital component of the Life sciences cluster which includes University of East Anglia and Norwich Research Park with two major UK life science centres in the John Innes Centre and Sainsbury Laboratory. This project secures CEFAS in Lowestoft. Their presence provides a critical mass to the ambition for a Life Sciences cluster.	
Deliverability of Project - the project appears to be in the advance stages of preparation, though final costings are now expected by April 2018. The application states the following have been obtained / secured: <ul style="list-style-type: none">• Full planning permission approved in July 2017• Defra funding• Experienced contractor appointed• A fully developed business case• Designs developed to RIBA stage 3	

This information is taken at face value for now but each should be evidenced if an award is to be made.

Additionality - While no new jobs, or dwellings will result from this project, the application does state that this project will support CEFAS Lowestoft with potential for 10-20% growth over coming years. The 34,000 additional sqft could play a role in this though as the project includes the demolition of the former grand hotel building and ancillary buildings it is not clear how much net additional space is being created.

Value for money - The development of a more modern and fit-for purpose working environment and facility to support the 440 skilled jobs directly supported by CEFAS are vital to this area of Norfolk and Suffolk. Two minor points require confirmation before the final offer is released:

- No breakdown of the build costs was included in the application. The project appears to deliver a cost per sqm of new or refurbished spaced for £1,800 which is acceptable. However further review is needed on the refurbishment costs in particular, to be clear on the extent of works being undertaken and the added value generated by the refurbished space.
- The project also includes the demolition of the former grand hotel building and ancillary buildings. It is not clear from the application how much net additional space is being created.

State Aid Compliance – As a government agency housed in a building owned by a government department, it is assumed that any public funding would be state aid compliant.

Comments - CEFAS is a world class centre for marine science, research and sustainability and is a key player in the economic offer of Norfolk and Suffolk. The LEP considers CEFAS to be a strategic partner in the delivery of the outcomes contained in its Economic Strategy, and believes that the CEFAS' expansion plans involve an attractive and progressive design very much in keeping with the wider regeneration of the Lowestoft sea front. The development of a more modern and fit-for purpose working environment is vital to this area of Norfolk and Suffolk. New Anglia LEP held the June Board meeting at the current CEFAS building.

Recommendations – This project is supportable subject to final due diligence.

Appendix 2 Appraisal Process

New Anglia LEP Strategic Prioritisation Framework - key areas

- **Strategic Fit**

Consideration of whether the aim of the project is referenced in the Economic Strategy. Also consideration of national economic development policy priorities, particularly those in the Autumn Budget 2017 and the Industrial Strategy White Paper.

- **Deliverability**

The main criterion was whether the project was sufficiently well advanced to draw down LEP funding in 2018/19 and to complete by 2020/21 as the Call required. Key indicators of deliverability included:

- Planning consent and land acquisition in place

- Other funding being committed
- A well-developed business case

- **Additionality**

Projects should be able to demonstrate the addition of measurable direct outputs corresponding to those in the Economic Strategy – such as jobs, houses, or Gross Value Added (GVA) increase.

- **Economic Impact and VfM.**

Ideally the outputs should be converted to a monetary value such as GVA and compared with the cost to obtain the Net Present Value of the intervention. The exception is transport projects for which a Benefit:Cost Ratio (BCR) is used.

Call for Projects criteria

In addition to the strategic prioritisation framework, projects have been assessed in line with the key criteria outlined in the Call for Projects paper from October board including:

Capital Growth Programme Core outputs

- Connectivity- investing in essential projects and assets that improve the infrastructure and which create a modern, mobile, accessible future-proof digital connected economy.
- Unlocking Growth- investing in infrastructure that unlocks or protects housing or commercial developments in our key growth locations.
- Investing in skills- investing in projects that deliver the higher level skills needed to drive growth across our economy with a particular emphasis on our ‘innovation’ and ‘enabling’ sectors,

Key project assessment criteria

- Whether the need for the project has been clearly demonstrated
- Evidence of option appraisal and business case
- How well the project meets the priorities of the Economic Strategy
- How well the project fits with local and sub-regional plans and priorities
- Potential for alternative funding, partnering and joint schemes
- Estimated costs with level of detail to reflect the current stage of the project
- Potential of the project to contribute to economic growth
- Potential of the project to achieve payback
- How likely the project is to be successful
- How risks will be managed and mitigated
- Economic outputs and impacts created by the project
- How the benefits of the project will be sustained after LEP funding finished

Further Appraisal techniques used in the assessment of the projects:

- Justification of local economic need
- Evidence of failure in commercial markets
- Viability gaps for development of sites
- Opportunity to accelerate delivery of development
- State Aid



New Anglia Local Enterprise Partnership Board

Wednesday 17th January 2018

Agenda Item 8

Voluntary and Community Sector Prize Challenge Fund

Author: Iain Dunnett

Recommendation

The Board are asked to:

1. Note the commitment of Norfolk and Suffolk Community Foundations in seeking further public/private match funding for the Voluntary and Community Sector (VCSE) Prize Challenge Fund.
2. To agree the re-scoping of the criteria for the fund as described in this paper.
3. To agree that the LEP makes the further commitment of a £250,000 grant from the Growing Places Fund for 2018/19 and to agree to review further commitments for two years beyond 2018/19 at an appropriate stage.
4. To agree that two LEP Board Members are selected to sit on the Funds Appraisal Panel.

Background

In 2014 the New Anglia LEP Board approved a grant of £500,000 from the Growing Places Fund to develop the VCSE Prize Challenge Fund for the sector.

By working in partnership with the Norfolk and Suffolk Community Foundations the programme has been able to support ready for work and employment initiatives developed by VCSE organisations operating across both counties. The funding was split evenly over three years from 2014 to 17.

The VCSE Prize Challenge Fund was designed to;

- Meet employability outcomes by providing grants to grassroots VCSE organisations.
- Enable them to support people furthest from the labour market towards becoming work ready or into employment.
- Encourage innovation in the VCSE around employability and skills.

The model deployed included annual grants of £20,000 per annum awarded to 8 VCSE sector applicants, with the facility to award further investment of £25,000 later in the project

to the two best performing projects to help them to scale up and sustain their activity and deliver more outputs. Those projects selected were able to demonstrate an innovative approach to supporting those furthest from the labour market and an ability to co-invest other funds into the programme.

The decision making progress for the allocation of grants involves an application process overseen by the Community Foundations which includes;

- A call for projects.
- Applications being assessed by Foundation staff.
- Applications considered by an appraisal panel with LEP Board representation.
- A decision then conveyed to the organisation.

The lessons learned from the first three years are articulated below as follows:

- The VCSE has significant potential to deliver employability outcomes.
- The 'work ready' aspect needs more definition to enable groups to be able to report across a spectrum of work readiness outcomes.
- The programme has attracted a good range of VCSE organisations.

Outcomes

The outcomes achieved were as follows:

- 227 people into employment over the three years.
- 628 people developed to a work ready situation.
- 30 projects supported in delivering employability and work outcomes.

The specific outcomes per project can be seen in Appendix A. Where there are gaps for project results the outcome results are still awaited. Data is not available for some projects until April for the current year projects, and June for those currently working through a year 2 award. Outputs achieved for some individual projects are lower than targets set, but this must be viewed against the nature of the client group and extreme variations between projects and individuals on how long it can take to achieve those outcomes, conversely this is part of the reason to extend LEP funding to ensure the work continues with this client group and is not a short term "funding one off".

Although the fund was established prior to the publication of the **LEP's Economic Strategy** the fund has supported the LEP to realise ambitions within the Economic Strategy, in particular to the development of skills in key sectors, employability and attainment standards across Norfolk and Suffolk.

Proposal

Now the programme has successfully run for three years further work has been completed on developing a proposal for a successor programme and re-scoping the criteria to ensure linkage to the Industrial Strategy Key Sectors; to assist in implementing the LEP Skills Board approved Sector Skills Plans; and **supporting the LEP to realise its ambitions within the Economic Strategy** in particular to the development of skills in key sectors, employability and attainment standards across Norfolk and Suffolk .

The LEP Board are requested to consider providing an additional £250k grant from the Growing Places Fund to extend the programme over 2018/19, and to consider at a suitable future stage a financial commitment for a further two years of operation, from 2018 to 2021.

This will sustain the positive employment outcomes and impact the fund has had within the sector, and directly support the delivery of one of the key strands of the Economic Strategy - "inclusive growth".

As part of this continued activity the Community Foundations are seeking further public/private match funding for the Prize Challenge Fund. It is expected that the successful model used previously will be largely replicated and the general application criteria will be re-used.

Re-scoping has indicated that further consideration will be given to the development of target activities that have a high social investment value in relation to the objectives of the LEP and the VCSE. For instance, the development of Care Farms and Care Social Enterprises, Cooperatives/projects concerning the disposal of public assets to the voluntary and community sector, or cultural/museum projects that have a strong volunteer/ tourism/visitor economy benefit, would potentially be projects that both the LEP and VCSE would share an interest in supporting.

Proposals for other elements of re-scoping the Community Challenge Fund include the following:

- Offering a two tier programme that offers opportunities for smaller, innovative VCSE organisations as well as significant multi-year grants for larger organisations capable of high level delivery and/ or consortium proposals.
- Strengthening the links/ match funding requirement from the private sector for large grant applicants.
- In relation to "small" grants the overall targets for each year will be maintained at an aggregate of 100 people into employment and 300 people becoming work ready.
- In relation to "large" grants each application will be judged on its merits. However the expectation will be that the larger grant awards will deliver significant results against the new criteria.
- New outcome headings will be added to the programme to develop a better understanding of the projects effectiveness in relation to work readiness and employment outcomes, and the projects ability to attract match funding. These new outcome headings will be in the following areas:
 1. Entered into self-employment.
 2. Entered an apprenticeship.
 3. Become a regular volunteer.
 4. Achieved accredited qualifications.
 5. Completed a work experience placement.
 6. Entered or re-entered education or training.
 7. Achieved increased basic skills.
 8. Projects ability to attract match funding.
 9. Job retention rates.
 10. Cooperatives supported.

Finances

The funding required would be an allocation from this year's LEP's Growing Places Fund budget. An allocation was previously agreed as part of this year's budget and is therefore available to invest in this project.

Recommendation:

The Board are asked to:

1. Note the commitment of Norfolk and Suffolk Community Foundations in seeking further public/private match funding for the VCSE Prize Challenge Fund.
2. To agree the re-scoping of the criteria for the fund as described in this paper.
3. To agree that the LEP makes the further commitment of a £250,000 grant from the Growing Places Fund for 2018/19 and to agree to review further commitments for two years beyond 2018 at an appropriate stage.
4. To agree that two LEP Board Members are selected to sit on the Funds Appraisal Panel.

Appendix A

Three year results monitoring report and projects are shown below. Where there are gaps for project results the outcome results are still awaited. Data is not available for some projects until April for the current year projects, and June for those currently working through a year 2 award. Outputs achieved for some individual projects are lower than targets set on a number of projects, but this must be viewed against the nature of the client group and extreme variations between projects and individuals on how long it can take to achieve those outcomes.

**New Anglia LEP Outcomes 2014 – 2017
Suffolk**

Organisation supported	Work Ready – Target	Work Ready – Actual	Employment - Target	Employment – Actual
Museum of East Anglian Life (MEAL)	20	15	8	15
Suffolk Sport	40	41	8	27
Julian Support	24	6	24	0
Access Community Trust	50	101	25	28
Suffolk Sport (Year 2 prize)	8	8	4	4
MEAL (Year 2 prize)	36	27	18	12
Limeskills	30	41	20	17
Headway	25	27	15	21
Pro Corda	15	13	0	7
Cook with Me	40	56	32-48	3
Headway (Year 2 prize)	30		20	
The MIX	30		12	
Suffolk Refugee	10		5	

Support				
Eastern Enterprise Hub	45		20	
Inspire Suffolk	96		52	
Access Community Trust	50		30	

Suffolk totals:	549	335	309	134
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Norfolk:

Organisation	Work Ready – Target	Work Ready – Actual	Employment - Target	Employment – Actual
Bicycle Links	36	30	8	7
Equal Lives	28	21	7	3
GYROS	69	86	27	16
Harleston Information Plus	25	34	10	18
Equal Lives (Year 2 prize)		5		0
St Edmunds Society	45	20	25	12
Action Community Enterprises CIC	24	21	8	9
Purfleet Trust	60	61	15	19
Clinks Care Farm	20	15	10	9
Purfleet Trust (Year 2 prize)	80		28	
Action Community Enterprises CIC (Year 2 prize)	24		10	
Voluntary Norfolk	80		21	
LEAP East CIC	33		11	
Workers Educational Association	60		18	

Norfolk totals:	584	293	198	93
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New Anglia Local Enterprise Partnership Board

Wednesday 17th January 2018

Agenda Item 9

Integrated Health and Employment Service

Author: Iain Dunnett

Summary and Recommendation

The Board are asked to:

- 1) Support the overall purpose of the proposal against the key LEP objectives of employability and skills.
- 2) Agree match funding at a rate of £120k per annum for three years to the project to assist in leveraging over £2million of European Social Funds (ESF). This is on a co investment basis alongside Norfolk County Council and other organisations. The project will have a total value of circa £5million over 3 years across a range of funding sources.

This LEP match funding would be in the form of an allocated amount of the Growing Places Fund which organisations delivering the project will bid into.

Background

This proposed project will be a locally Integrated Health and Employment Service (IHES) delivering personalised support to unemployed or economically inactive people in Norfolk with health related barriers to work. In relation to the **LEPs Economic Strategy** this project has a clear ambition to “*develop new approaches and remove barriers to get people back into work, especially for those further from the job markets*”.

In partnership with organisations from across Norfolk, Norfolk County Council have developed this proposed project to address the fact that in Norfolk alone there are 55,000 people claiming working age benefits of which approximately 60% have a health related barrier to work. More than half of current claimants of working age benefits are long term claimants who have not been able to work for many years. The project will support over 3,000 people to move:

- into work,
- closer to work; and
- back into engagement with education, apprenticeships and training

As a comparison to this proposal local investment aligned to ESF and focused on the Ipswich MyGo project in Suffolk has seen a large impact on youth unemployment and outcomes for young people seeking work. The aim with this project in Norfolk is to trial a

more wide ranging integration of services for a harder to reach group who are largely economically inactive and not able to contribute to the local labour market or the economy.

Mainstream employment services offer very few effective interventions for this group with complex barriers meaning that claimants with the aspiration or capacity to move back into work cannot access the support to do so or rely heavily on oversubscribed voluntary sector interventions. Additionally employment services do not currently engage with health providers or deliver health related outcomes despite claimants having a health related barrier to work; this is why an integrated approach will deliver better outcomes.

The partnership brings together voluntary sector organisations with expertise in employability or social inclusion and health providers who offer solutions to those with physical or mental health diagnosis. The proposal would be the first in the country to deliver within a more rural context providing an opportunity for a local innovation to inspire new ways of working and new mechanisms for delivering social innovation and social or economic benefits.

The proposal has been submitted to the Department of Work and Pensions (DWP) as a stage 1 application for ESF and it is hoped that it will progress to stage 2 in early 2018 with a project start date in Summer 2018. The proposal is currently undergoing stage 1 assessment by DWP for its suitability to attract ESF.

Proposal

This IHES will deliver personalised support to unemployed or economically inactive people in Norfolk with health related barriers to work e.g. physical or mental health condition, disability (including learning disabilities). Support will focus on managing health needs within the context of employment. Norfolk County Council will be the Accountable Body supported by a strategic partnership of stakeholders. Delivery will be via Voluntary, Community and Social Enterprise Sector organisations, with participants referred from Local Authorities, GPs, Housing Associations and DWP.

Delivery organisations will employ Personal Advisers to work with participants creating bespoke pathways to employment including one-to-one support; and flexible interventions through a network of expert partners. In collaboration with participants and health colleagues, Advisers will:

- Develop a support plan identifying targets and milestones.
- Engage services addressing health barriers to work.
- Assist with health condition management and personal well-being.
- Outreach via alternative engagement including arts and sports.

This activity will be funded by the ESF element secured by the partnership alongside Local Authority match.

Advisers will also undertake referrals to services designed to address health barriers to work and assist with health condition management in partnership with local Care Commissioning Groups and NHS trusts, who are partners in the project. Advisers will identify opportunities to improve participants' ability to compete in the labour market including:

- Accredited training.
- Employability skills.
- Soft skills e.g. confidence, motivation, resilience, well-being, active living and supported job search.
- Developing a system to link clients to employers within the LEP and Industrial Strategy Key Sectors; to assist in implementing the LEP Skills Board approved

Sector Skills Plans; and supporting the LEP to realise its ambitions within the Economic Strategy.

To fund this activity the voluntary sector organisations would be required to bid into the LEP for match funding to trial client led innovations and interventions to move local residents into work. This LEP match funding would be in the form of an allocated amount of the Growing Places Fund which organisations delivering the project will bid into. This will be a similar process to that currently in operation for the VCSE Challenge Fund operated by the LEP with the support of the Norfolk and Suffolk Community Foundations. Indeed this successful existing process may well be utilised for management of LEP funds into the new IHES project.

The IHES will enable the LEP to continue to invest in local people and local voluntary sector groups while adding additional rigour to the process with valuable outcomes around additional skills and employment. This LEP funding will build directly upon the work already completed and supported by the LEPs VCSE Challenge Fund, and the nature of this support from the LEP can be traced through the LEPs Economic Strategy, Skills Strategy and European Structural Investment Framework. Solutions supporting self-employment linked to the New Anglia Growth Hub could also be explored.

Activities will be delivered over three years across Norfolk ensuring rural and urban coverage.

Finance

To create a project of sufficient scale New Anglia LEP would be invited to be one of the anchor co-investors in the project – not only to contribute to the drawing down of significant ESF contributions – but importantly to secure the role of the voluntary sector in the delivery. The proposal is that the LEP invests £120k per annum in the delivery of a 3 year project. This will sit alongside secured local investment with a project finance profile as follows:

- LEP - £360,000
- Norfolk County Council - £360,000
- Norfolk Districts Pooled Business Rates - £350,000.
- Sport England - £100,000
- Arts Council - £100,000
- Housing Associations - £75k
- NHS/Health funding – £1.8m
- ESF £2.4m

Clinical Commissioning Groups, Housing Association and NHS match funding will be aligned to this project to deliver the health related provision. Lastly, to support the social inclusion and healthy living elements partners have also submitted bids with a value of £100,000 each to Sports England and the Arts Council to wrap around the core offer. The project will have a total value of circa £5m over 3 years.

Financial implications

The funding of this project by the LEP would be drawn from the Growing Places Fund budgets from the three years from 18/19.

Taking into account existing commitments of £3m - there is £750,000 available in 18/19. The commitments do not include the proposal in item 10.

For 19/20 and 20/21 there are no commitments against the annual allocations of £3.75m.

Outcomes

By integrating employment and health activity to support participants to manage health conditions within the workplace the project expects:

- 36% of participants to move into work, including self-employment; and
- 25% of participants to move into education or training including apprenticeships.

The project will deliver a range of outcomes clearly linked to the delivery of the Economic Strategy including:

- Increased skills levels.
- Better engagement with the local labour market.
- Reduction in skills shortages reported by employers.
- Reduced social isolation and improved economic independence.
- Improve GVA and economic outcomes for the participants.

There is an opportunity via co-investment in this proposal to develop the social impact and value of Growth Deal investments. LEP supported projects can stimulate growth in the local economy but the impact is greatly increased if labour market development also takes place. The social value and innovation behind the delivery of the LEP's investments into the local economy can be accelerated through this project which could provide the pipeline of people and skills required for Growth Deal supported projects.

The normal LEP monitoring process would be utilised for the projects outcomes, and these would be complimented by shared outputs monitored by the other partners around health and social improvement.

Summary and Recommendation:

The Board are asked to:

- 1) Support the overall purpose of the proposal against the key LEP objectives of employability and skills.
- 2) Consider whether the LEP should provide matching finance at a rate of £120k per annum for three years to the project to assist in leveraging over £2million of European Social Funds (ESF). This is on a co investment basis alongside Norfolk County Council and other organisations. The project will have a total value of £5million over 3 years across a range of funding sources.

This LEP Match funding would be in the form of an allocated amount of the Growing Places Fund which organisations delivering the project will bid into.

Overview

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



Annual Conversation

Doug Field Chris Starkie and colleagues from our accountable body (SCC) participated in the annual conversation with Government officials.

The meeting is a stock check of progress being made by the LEP as well as a review of governance, delivery and strategy. More detail can be found below.

Implementation of Governance reviews

Work continues on the implementation of both the **PwC** and **Mary Ney** reviews.

For Mary Ney – key developments have been the tweaking of a number of policies around whistleblowing, code of conduct and confidential reporting as well as revised register of interest forms following the publishing of guidance by Government. The new forms are being circulated to board members.

More details on the Mary Ney review can be found in the table attached to this report.

Key work implementing the PwC review has been work on the membership of the boards agreed at the November board meeting, and consultation on the structure of the boards.

More details on the PwC implementation can be found in the table attached to this report.



Growth Deal

The £3.3m legal agreement for the Ely Area Rail Enhancement Scheme to be delivered by Network Rail has now been signed by both New Anglia LEP and GCGP LEPs and is just awaiting Network Rail’s signature. Once in place the first £286k of funding can be released before the end of the financial year.

Growing Places Fund

The Winerack project on Ipswich Waterfront has commenced drawdown of the £5m loan allocated through the Growing Places Fund. The project is on target to request at least £1.6m of the £5m loan this financial year, with £500k already released. Preparatory works are underway at the site, with more extensive building projects set to commence on site in February 2018.

Capital Growth Programme

The £9m call for projects for the new Capital Growth Programme produced 29 bids for funding with a request of £49m of funding towards projects worth £183m in total. The mix of projects included infrastructure, roads, skills and cultural projects. The projects have been appraised by external consultants, Hewdon Consulting. More details can be found on agenda item 7.



Communications

Media coverage in December included newspaper, TV and radio interviews to promote the signing of contracts for work to start on the Ipswich Winerack and our work with Britvic and Unilever in Norwich.

The new LEP website continues to develop, with a timetable for regular staff and partner blogs now being developed to add interesting and timely content. Other new features include showcasing the firms which hold the Youth Pledge Marque with scrolling logos, profiles of the Growing Places Fund projects and additional governance FAQs, which are regularly reviewed in line with our Assurance Framework and the Mary Ney review to ensure our information is clear and, importantly, easy to find.

To increase engagement on social media, a new LinkedIn company page has been set up. Despite having a large membership, the current locked group gets very little interaction but the new page is already popular, with regular likes, comments and sharing of posts.



Finances

Management accounts for period ended 31 December 2017 – year to date income is £999k with an operating surplus of just under £144k, this is ahead of budget by just under £129k

Operating cash balance is £434k which is in line with management expectations

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

LEP actions and activity

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



Annual conversation

Doug Field, Chris Starkie Louise Aynsley and Holly Field from Suffolk County Council (our accountable body) and other LEP team members took part in the Annual Conversation with Government in December.

The conversation was led by Hannah Rignell, acting director of BEIS London and South East and supported by Shan Lloyd.

Hannah explained that the annual conversation was a formal process to discuss the contribution the LEP has made towards driving local economic growth; to review LEP governance and assurance processes; to look at progress with delivery on key local growth programmes; and to discuss the LEP's priorities and challenges for the year ahead.

Hannah said that the National Audit Office report and the Mary Ney Review had placed a stronger focus on governance.

It was therefore important that LEPs are implementing all its local policies and continuing to improve. Hannah acknowledged that New Anglia had commissioned PWC to carry out a review of governance and this was a good example of proactive work to strengthen the LEP.

As well as governance, the annual conversation also covered the LEP's delivery and strategy, highlighting the difficulties of managing a capital programme on annual

budgets.

The LEP's new economic strategy was also discussed and BEIS Local agreed to support the LEP's bid to develop an early Local Industrial Strategy.

In conclusion Hannah's conclusion said New Anglia continued to be in the top two LEPs in the London and South East patch: proactive, with a good culture and continued to put forward a compelling case.

Following the meeting, the assessment of the LEP will now be subject to moderating process to ensure all conversations are being carried out on a consistent basis.

Any issues of concern will then be fed back to the relevant LEP. We are not expecting any issues to be fed back.

Growth Deal Government Data Submission

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 new 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' requires sign off by the LEP Board and the Section 151 Officer from our Accountable Body, Suffolk County Council, by **20th January 2017**.

The dashboard is quite unwieldy and difficult to print, therefore copies will be available at the board meeting.

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.

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

Output	Actual	Progress
New homes	176	44%
New jobs	177	7%
New learners	248	91%

Match funding ('Non-LGF Expenditure')	£51.75m	14%
Spend this year (Apr-Sept 2017)	£1.7m	5%

Dashboard data compared with LEP Board Performance Report

LEPs were not consulted on the format of the dashboard nor its contents and it is a far from perfect tool. The data summarised in the Dashboard differs from outputs reported in the monthly Growth Deal Board Performance Report (BPR).

There are three reasons for this:

- 1- **Lag in reporting:** The Dashboard is 3 months behind the data that is reported in the BPR. This is a government set reporting period.
- 2- **Indirect outputs not captured:** 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.

We have agreed with government that we will provide additional targets for direct outputs, in order to better measure our performance.

- 3- **Different RAG rating:** a different Red/ Amber/ Green (RAG) rating has been used which measures projects against three points: delivery, finances and reputation. We are looking to align this with our board performance reports in future.

Recommendation to the board:

The board is invited to endorse the dashboard as required by Government

PwC Implementation

Governance Review and alignment with Economic Strategy

Following decisions made at the November LEP board regarding new committees, the Economic Strategy steering group met on 14th December to develop the details of the governance consultation.

The consultation will be carried out through one to ones with key individuals and an online form for partners to complete if they wish to input.

The priority for February's Board will be to agree the Terms of Reference for the first tier of the Governance structure to enable the setup of the Economic Strategy Delivery Board, as well as revised terms of reference and membership for the Investment Appraisal Committee, the Audit and Risk Committee and the Growing Business Fund panel.

Once the Economic Strategy Delivery Board is in place it can drive the development of the Economic Strategy delivery plan and lead the second phase of the Governance review to ensure the governance structure will deliver the ambitions of the Economic Strategy in the most effective and efficient way.

The progress report on all elements of the PwC review can be seen in the accompanying table.

The consultation will continue to gather views and information which will enable the Economic Strategy Delivery Board to shape the rest of the structure and make a recommendation to the Board soon after it has been realised.

Implementation of the Economic Strategy – development of delivery plan

Partners including Local Authorities and Business have complete an online form providing information on what activity is already underway which supports the delivery of the Economic Strategy ambitions.

They have identified what they see the top three priorities are for the first 12 months. Analysis of this information is underway and will help inform the development of the high-level deliver plan.

Stakeholder Delivery Plan Consultation events will take place at the end of January in to February. There has been a great response from business and we have increased the number of events to cater for everyone who would like to attend.

The purpose of these events is to engage with stakeholders in helping to develop delivery plan for the strategy along with supporting them to identify their role in delivering the ambitions. A pilot session took place with the Norfolk Chambers of Commerce in December, the feedback from the business attended was positive and engaging.

There will be another LA, LEP and Growth Hub Summit with the aim to engage officers in delivery, as well as providing an opportunity to learn how the Inclusive Growth and Prioritisation toolkits can be used to help inform decisions and develop policy locally.

East of England Transport summit

Chris Starkie represented the LEP at a summit organised by the East of England Local Government Association to look at options around the creation of a Sub National Transport Body.

The meeting was also attended by local authority representatives from the region, including Norfolk and Suffolk County Councils, as well as a number of business representatives from organisations such as Hutchison Ports.

Sub-national Transport Bodies (STBs) have been made possible by the Government's devolution legislation, with four in the process of being established in England so far.

STBs are designed to fill a strategic space in transport between the Government and LEPs and upper tier local authorities.

They have the potential to be given devolved power from Government over Highways England roads and influence or control over rail franchises.

They are also expected to develop long term plans for infrastructure investment in their areas.

Government will not impose STBs on areas, with the onus on STBs to form from the bottom up.

To date Transport for the North and Midlands Connect are the most advanced. Both have been awarded Government money to develop their proposals and are on their way to being fully fledged STBs.

In development are England's Economic Heartland which links Oxford with Cambridge and Transport South East, which runs along the south coast.

The East of England meeting agreed that work should commence on developing

proposals for an East of England Transport Forum which could be developed into an STB in its own right or to link with one of the existing STBs.

A key principle agreed was the role of LEPs alongside local authorities on the board of the STB. Further meetings are planned over the coming weeks and the executive team will ensure the LEP continues to play an active role in the development of proposals.



Visit by Secretary of State for Housing and Local Communities Sajid Javid

The LEP and Great Yarmouth Borough Council hosted a visit by Sajid Javid and Brexit minister Steve Baker to Great Yarmouth.

The visit included a tour of the Beacon Park Enterprise Zone, which Mr Javid acknowledged as being one of the best performing in the country. He saw the new Proserve building which is a joint development by the LEP and GYBC.

Mr Baker also visited Pasta Foods in Costessey, to learn about their expansion plans and opportunities that might be presented by Brexit.

The two ministers then hosted a round table organised by the LEP which included local authority, education and business stakeholders. The round table covered a range of issues from Brexit to housing, business growth and the opportunities for New Anglia LEP to be a pilot area for a Local Industrial Strategy.

BEIS SME Round Table Event

The Department for Business, Energy and Industrial Strategy (BEIS) met with a number of local Norfolk and Suffolk business leaders for a Round Table discussion on Tuesday 12th December to discuss the issues and concerns they have, with a primary focus on the EU exit, access to business support and feedback on working with Government.

This round table also offered the opportunity to allow business to have their say and raise and discuss other issues they feel affects them in business and government strategies, both for their sectors and their local areas. A representative from BEIS heard the feedback from businesses ranging from sole traders to globally trading organisations covering sectors ranging from retail to engineering.

Those attending felt that the event was indeed a worthwhile and welcome opportunity to speak one to one with the Government directly about a wide range of issues, which affect them internationally, nationally and locally.

The meeting, arranged with the assistance of the New Anglia Growth Hub, New Anglia LEP and was held at the offices of the Suffolk Chamber of Commerce.

Chancellor of the Exchequer Visit

Representatives from the New Anglia LEP attended an Ipswich Suffolk Business Club event in Kesgrave with the Chancellor of the Exchequer Phillip Hammond being the key note speaker. The event was well attended by up to 300 business and Government representatives.

He spoke about Britain having a significant opportunity to transform its economy by leading on the 4th industrial revolution with scope and expertise to exploit new global opportunities through embracing new technologies.

Whilst productivity and living standards were highlighted as the primary challenge, investing in our emerging technologies and businesses will be a way of addressing this and to develop future skills a more collaborative effort will be required. The Industrial Strategy White Paper was referenced to provide the framework for much of this going forward.

Greater Thetford Business Round Table

Chris Starkie and Linn Clabburn, the new Cambridge Norwich Tech Corridor manager, participated in a business round table organised by South West Norfolk MP Elizabeth Truss.

The round table brought together local authorities, businesses and community leaders to discuss the future development of Thetford and opportunities presented by investments such as the dualling of the A11, as well as the proposed extension to the town.

The LEP is investing in road improvements in Thetford as part of the Growth Deal, has supported a number of businesses in the town, and Thetford is a key centre in the Cambridge Norwich Tech Corridor.

Financial Industries (Financial Industry Group):

The second annual conference of Norwich's **Financial Industry Group (FIG)** was held on 23rd November. Over 100 people attended the event at UEA's Business School with some attending from outside the sector. The main topic of the evening was innovation and attendees heard from Professor Amelia Fletcher on how this was affecting consumers and also from Neil Garner on cashless payments. Professor Narish Pandit presented a paper Norwich's **emerging financial cluster** and Chris Starkie presented the LEP's new economic strategy. Based on the success of this event the Group agreed that the conference should go ahead in 2018.

Chair Steve Davidson updated on recent activities including joint working with the Councils and NALEP. He also discussed the work with UEA and the possibility of a joint **Executive MBA** being developed with FIG in the future.

The website FIGNorwich.org is almost ready for launch and the new site will include a **Trade Directory** to strengthen local links and further develop the cluster.

Britvic and Unilever update

The LEP and local authority colleagues have continued to be involved in a range of discussions around the Britvic and Unilever sites in Norwich.

Just before Christmas Britvic confirmed that it would be going ahead with the closure of its factory in Norwich.

In the New Year Unilever announced the outcome of its review of manufacturing at the site.

Under the proposals Unilever's current Norwich factory would close at the end of 2019. We propose a phased transfer of production to other sites, with the first phase

likely to begin in 2018.

The company has stated it wants to protect the historic link between Colman's and Norwich by retaining the production and packing of Colman's mustard powder, the historic mustard milling process, and mint processing in a new state-of-the-art facility in the Norwich area, created through a new long-term partnership with a consortium of local farmers, backed by significant investment from Unilever. The company will also continue to source mint and mustard locally.

Manufacturing of the vast majority of the other products is planned to move to other sites in the UK, predominantly to Unilever's factory in Burton upon Trent in Staffordshire, home of Marmite and Bovril. This move will take advantage of existing land and buildings.

The proposals will affect 113 jobs in Norwich, with around 43 roles transferring to Burton. The new milling facility near Norwich will create around 25 jobs.

The company said in a statement: "The review concluded that the proposals announced today represent the best long-term solution for Unilever, while protecting the historic local link between Colman's and Norwich. Other options – including both remaining at the existing site and building a new factory in the Norwich area – would entail higher costs and would not be as well placed to meet future needs."

The LEP has been in contact with Unilever and along with local authority colleagues will be meeting with them to discuss the new milling plant, as well as support for affected employees and to start a discussion about the future of the site. We are also speaking with Britvic regarding their closure plans and support for staff.

Recommendations

The board is invited to endorse the dashboard as required by Government

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

Mary Ney Review – Implementation Plan

January 2018

NEWANGLIA

Local Enterprise Partnership
for Norfolk and Suffolk

No.	Recommendation	New	Action	Key Deadlines
1.	Culture and Accountability The National Assurance Framework to require a brief formal assurance statement on an annual basis from the leadership of the LEP – i.e. the chair and CEO on the status of governance and transparency within their organisation and which can be explored in greater detail during the Annual Conversation with Government. To be published on the website.	New	The new assurance statement has been completed as part of the Annual Conversation which took place in December 2017. To be published on the website following the conclusion of the Annual Conversation Process as per Government guidelines.	Complete by end of Apr 2018
2.	Culture and Accountability The current Assurance Framework requirement for LEPs to have a standards of conduct policy that all board members and staff sign up to, should explicitly require the Nolan principles of public life to be adopted as the basis for this policy.	New	New Anglia LEP standards of conduct policy has been updated to include reference to Nolan principles and has been published on the website.	Complete
3.	Structure and decision making The National Assurance Framework should draw explicit attention to the importance of LEP decision making structures accommodating these separate components of good governance and that they form an essential part of assurance and ensuring probity.		Existing LEP policy and processes already comply with this recommendation. PwC review will, however, ensure this area is further strengthened beyond the minimum required by the Ney review. In addition we will cross check with Government guidance when published to ensure compliance.	Complete by end of Feb 2018.
4.	Structure and decision making Local Assurance Frameworks should set out that all decisions must be subject to the normal business case, evaluation and scrutiny arrangements. There must be a written report with the opportunity for the Section 151 officer to provide comments, that the conflict of interests policy will apply to decision makers regardless of whether there is a formal meeting, and that decisions should be recorded and published in the normal way.		Existing LEP policies and processes already comply with this recommendation. PwC review will ensure that this area is further strengthened beyond the minimum required by Ney review. In addition we will cross check with Government guidance when published to ensure compliance.	Complete by end of Feb 2018.

6.	<p>Conflicts of Interest All board members taking personal responsibility for declaring their interests and avoiding perceptions of bias. This should be evidenced by producing and signing of their register of interest and publication on the website. Use of a bespoke proforma for collection and publication of the information which ensures that all categories of interest are systematically considered. Categories of interest to included employment, directorships, significant shareholdings, membership of organisations, gifts and hospitality, sponsorship. Interests of Household members also to be considered. Action in relation to any declared interests applies to any involvement with the work of the LEP and is to be recorded.</p>		The standard Register of Interest form has been received and will be issued to Board Members for completion.	Complete by 28 th Feb 2018.
7.	<p>Conflicts of interest LEPs to include in their local statements how scenarios of potential conflicts of interest will be managed whilst ensuring input from their areas of expertise in developing strategies and decision making without impacting on good governance.</p>		Existing LEP conflicts of interest policy already covers this. This was reviewed at the Annual Conversation in December and no further amendments were required.	Complete
8.	<p>Complaints LEPs to publish a whistleblowing policy and arrangements for confidential reporting of allegations of untoward concerns by third parties/ the public.</p>	New	The complaints and whistleblowing policies have been reviewed upon receipt of the Best Practise Guidelines. Minor amendments have been identified and the policies have been updated.	Complete
9.	<p>Section 151 Officers The National Assurance Framework to set a requirement for the Section 151 officer to provide a report on their work for the LEP and a requirement to identify any issues of concern on governance and transparency.</p>	New	Completed as part of the Annual Conversation in December 2017.	Complete
10.	<p>Transparency National Assurance Framework to provide additional guidance of publication of agendas, meeting papers and decisions.</p>		The LEP Board is already compliant, but new requirements are being rolled out to the relevant sub-boards as per Government guidelines.	Complete by end of Feb 2018.
11.	<p>Transparency LEP to publish its accounts and to keep on its website a rolling schedule of funded projects.</p>	New	Our accounts are already published. Rolling schedule of funded projects has been developed as part of our website relaunch.	Complete by end of Feb 2018.

Agenda Item 12

Review of our Governance and Operations – Recommendations and Implementation Plan

Recommendation	Rating	Owner	Way Forward	Status	Next Steps
1. Board					
<p>1. Review the options available to the board to ensure transitional arrangements are made for the handover of activities currently undertaken by the existing chair. Options may include one or a combination of the following:</p> <ul style="list-style-type: none"> • Re-allocation of strategic and representative duties to other Board members. • Creation of the position of a Deputy Chair(s) • Or creation of a new executive position focused on delivery of some of the activities currently undertaken by the Chair. 	High	Board	<ul style="list-style-type: none"> • Chair to have discussion with individual board members. • Organisation to be reviewed – CEO / COO roles to be agreed 	Pure Executive appointed for COO recruitment	Shortlisting underway with interviews scheduled for January/February
<p>2. Undertake a review of the current committees and groups, including their roles and responsibilities, in order to simplify the governance structure of the organisation and to improve the transparency of the decision making process. In particular, consideration should be made with respect to:</p> <ul style="list-style-type: none"> • Creation of a single Investment Committee, responsible for assessment of all investment proposals (perhaps with the exception of the Micro Grant bids); • Review the purpose of the Performance and Risk Committee within NALEP governance structure and clarify the rationale for the Board Members attendance at the Committee. This should include consideration if the committee should continue to operate as a Board Committee or a management group. • Review the quality of the Committee outputs for the Board to ensure the Board has clarity over the Committee's activities. 	Medium	Exec	<p>Once economic strategy published in October:</p> <ul style="list-style-type: none"> • Review committees, sub-board and groups to ensure they align with priorities • Design reporting structure for committees, sub-board and groups 	November Board agreed changes to IAC and P&R, created Economic Strategy Board and Audit & Risk Committee	Consultation on details is underway
<p>3. Review the focus of the Board, including the Board papers, to ensure balance between providing strategic focus and vision to NALEP and reviewing operational matters and decisions. Review the format and content of the Board papers and management information reported to the Board in order to increase quality of the Board reporting.</p>	Medium	Board	Chair to work with Exec team to align Board meetings with ambitions detailed in economic strategy	Complete	

Agenda Item 12

Review of our Governance and Operations – Recommendations and Implementation Plan

Recommendation	Rating	Owner	Way Forward	Status	Next Steps
4. Develop a register of decisions , with particular focus on funding decisions. Develop a scheme of delegation for the Board, sub-boards and committees and the executive team. Review the annual Board planning calendar to establish key decision points for the Board, while ensuring flexibility for decision making is maintained. (Recommendation repeated in Governance section)	Medium	Exec	<ul style="list-style-type: none"> Determine scope and timeframe of decisions to include on register Prepare register of decisions 	On track	Under development as part of Recommendation 2.
5. Ensure that there is a process in place to escalate and address issues of persistent non-attendance and lack of engagement, that may result in skills shortages at the Board. Deputisation should continue to be considered unacceptable.	Medium	Board	Chair to prepare paper for Board discussion on deputisation.	Complete	
6. Develop a Board Member handbook that would provide new Board members with guidance on the operations of the Board and NALEP, the governance structures and decision making. This should include the explanation of NALEP duties for meeting the requirements for appropriate spending of public funds and ensuring value for money, and the list of the Nolan principles.	Medium	Exec	<ul style="list-style-type: none"> Discuss current process with new Board members and incorporate lessons learnt into process going forward 	On track	HR manager to discuss process with new Directors in early 2018.
7. You may also wish to consider a rehearsal or implementation of standard Board effectiveness training as well as a practical training session for those in a scrutiny role. This could ensure greater consistency of understanding between members from differing backgrounds (private / public / education).	Medium	Exec	<ul style="list-style-type: none"> Review need for Board effectiveness training once new organisation, committee and reporting structure is in place 		
2. Governance					
8. Undertake a comprehensive review of the Assurance Framework to ensure that it reflects the organisational structure and provides a clear and transparent view of the decision making process at NALEP.	High	Board/ Exec	<p>Once economic strategy published in October</p> <ul style="list-style-type: none"> Review committees, sub-board and groups to ensure they align with priorities and update Assurance Framework 	On track	Updated Assurance framework required by Government by February 2018

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Review of our Governance and Operations – Recommendations and Implementation Plan

Recommendation	Rating	Owner	Way Forward	Status	Next Steps
9. Formalise the reporting process from the sub-committees, boards and groups to the Board on the activities undertaken by those bodies. Such updates can range from a regular formal update papers with request to scrutinise and approve decisions, to an annual or bi-annual presentation on activities undertaken by the sector groups.	High	Board/ Exec	Once economic strategy published in October <ul style="list-style-type: none"> Review committees, sub-board and groups to ensure they align with priorities Design reporting structure for committees, sub-board and groups 	On track	Under development as part of Recommendation 2.
10. The formal risk management process, as outlined in the Assurance Framework, should be validated by the Board. This will include clarity over the aggregation and escalation of risk. A routine and dynamic assessment of risk should be implemented (quarterly reviews by the Board are considered good practice). Part of this exercise should include horizon scanning and the identification of current and future mitigation activities as well as assurances obtained. The annual development of a risk derived assurance map will allow the Board focus resources as required. A succinct format of reporting risks should be developed and agreed with the Board to ensure strategic focus is maintained.	High	Board	<ul style="list-style-type: none"> Review risk register in light of new economic strategy Create a task / finish group to include members of the Executive and Board to agree format of risk reporting 	On track	Get volunteers from Board to participate on task / finish group
11. Clearly define a NALEP scheme of delegation. Articulate the change management process, including the need for re-submission to the Board in case of significant changes to the approved Growth Deal schemes.	Medium		Component part of reviewing committees, sub-board and groups to ensure they align with priorities	On track	Under development as part of Recommendation 2.
12. Review the governance arrangements for NALEP representation on the New Anglia Capital board, and the feedback mechanism to update NALEP Board on the New Anglia Capital activities on regular basis (currently monthly).	Low		Component part of reviewing committees, sub-board and groups to ensure they align with priorities	On Track	Agenda item at January board.
13. In future, NALEP may wish to consider opening the Board meetings to public, or operating a public forum system enabling public to ask questions relevant to the Board agenda. However, any such changes need to be assessed, and may require a restructure of the Board agenda and papers in order to protect confidential information.	Low		Chair to prepare paper for Board discussion on transparency	On Track	Board discussion on transparency scheduled Q3 2018

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Review of our Governance and Operations – Recommendations and Implementation Plan

Recommendation	Rating	Owner	Way Forward	Status	Next Steps
3. Organisation					
14. While we appreciate there are differences between the different types of funding provided by NALEP, the existing appraisal processes should be reviewed in order to seek synergies and improve efficiency. The existing funding appraisal documentation should be reviewed and further developed to identify clear criteria for the bids assessment, including clear requirements for assessment of value for money.	High	Exec	New appraisal mechanism being developed as part of Economic Strategy implementation	On track	Investment Approval Committee approved at November Board. Under development as part of Recommendation 2.
15. The creation of a new structure should be considered in order to provide total focus on the design and implementation of the strategic vision. In turn this will enable the Board to move away from input into LEP operations and re-focus on strategic leadership of the organisation. (also recommended in team section)	High		Organisation to be reviewed – CEO / COO roles to be agreed	Complete	
16. Develop a more detailed (and where feasible, standardised) methodology for the project identification, commissioning, appraisal and prioritisation , including clear criteria for ensuring value for money is robustly scrutinised during the project assessment. Review the existing project pipeline to ensure the proposed projects clearly identify how they meet value for money criteria. Develop methodology for benefits realisation assessment for projects that have been completed for Growth Deal but also for projects funded from other LEP funds.	Medium	Exec	New appraisal mechanism being developed as part of Economic Strategy implementation	To be completed in line with the Mary Ney Review	Under development as part of Recommendation 2.

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Review of our Governance and Operations – Recommendations and Implementation Plan

Recommendation	Rating	Owner	Way Forward	Status	Next Steps
<p>17. We recommend NALEP executive team:</p> <ul style="list-style-type: none"> Reviews the format of the Business Performance reporting in order to summarise and simplify the programme reporting, with a succinct report for the Board supported by further detail in the report appendix. Develops an integrated business dashboard which will provide overview of the project positions and outline key matters for the Board to focus on. It which would include information on the Growth Deal and other funding programmes, but also on the status of the project pipeline and the outputs measured for the funded projects. The dashboard should be linked to the strategic objectives, and could provide further analysis for the high profile programmes (such as the Growth Deal transport or skills projects). Develops a financial dashboard could show the financial position of NALEP and performance against the budget, but also show available funding and future spending profiles. 	Medium	Exec	Chair to work with exec team on format of new board papers and integrated dashboards	See Forward Programme	New board papers begin being introduced during remainder of 2017
<p>18. Develop a more detailed methodology for RAG rating and escalation of issues with individual projects. The methodology should include robust quantitative assessment of changes such as delays to key milestones and impact on completion, changes to spend profile and re-profiling of funding across financial years, changes to outputs and predicted benefits, and cumulative impact. Linkage to the risk management system is encouraged for good practice.</p>	Medium		New appraisal mechanism being developed as part of Economic Strategy implementation	See Forward Programme	Under development as part of Recommendation 2.
<p>19. Confirm with the Board the methodology for escalation of slippages to the Board's attention.</p>	Medium		Component part of reviewing committees, sub-board and groups to ensure they align with priorities	On Track	Under development as part of Item 2.
<p>20. The Board and Exec team should consider both the skills mix and backgrounds of individuals as part of any new recruitment exercises to ensure a mix of private and public sector experience is achieved. Whilst there are wider issues with recruitment from the private sector (e.g. pay rates), this should help to ensure that there continues to be a rich mix of experience within the Executive team as the LEP grows further.</p>	Medium	Exec	Approach to recruitment already in place with a policy recruitment policy designed to attract recruits from a mix of backgrounds	Complete	

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Review of our Governance and Operations – Recommendations and Implementation Plan

Recommendation	Rating	Owner	Way Forward	Status	Next Steps
21. The Board and Executive team should continue to explore opportunities to share skills and collaborate on strategy delivery with other LEPs.	Medium	Exec	Work already underway. Executive already regularly meets with neighbouring LEPs and LEP MD and senior team playing a key role in the LEP Network – sharing best practice with fellow LEPs.	Complete	



New Anglia Local Enterprise Partnership Board

Wednesday 17th January 2018

Agenda Item 13

Finance Report

Author: Keith Spanton

Summary

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

Appendix A - core management accounts period ended 30 November 2017

Appendix B - core management accounts period ended 31 December 2017

Appendix C - core monthly and year to date graphs

Appendix D – Balance sheet extract to 31 December 2017

Management accounts

The LEP's core income and expenditure accounts and graphs for the month ended 31 December 2017 are shown in confidential appendices A, B and C.

30 November 2017

Headline figures for the eight months are: Total income £875,201 of which £498,667 represents core contribution, with recharges and other income of £376,535 making up the balance. Costs to 30 November total £757,818 leaving a surplus of £117,383, ahead of budget by £110,059.

31 December 2017

Headline figures for nine months are: Total income £999,082 of which £561,000 represents core contribution with recharges and other income of £438,082 making up the balance. Costs to 31 December total £855,143 leaving a surplus of £143,939, ahead of budget by £128,789.

This is ahead of management expectations. This is due to some delays in the recruitment of new staff, however these posts are almost filled with the final roles being occupied early 2018. Some planned project costs have also been delayed which will materialise over the remaining three months.

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

Balance Sheet

Confidential appendix D is a balance sheet extract which details loans issued through the Growing Places Fund and the LEP's bank balances for the financial period ending 31 December 2017. Loans issued and still to be repaid total £9.189m and these are listed along with their respective long stop dates. The total of the bank balances is £49.107m with the majority being the Growth Deal and Growing Places, being held by Suffolk County Council on our behalf. The Growth Deal is an annualised spend programme so the majority of the funds will be defrayed before 31 March 2018.

Enterprise Zone – LEP Challenge Fund “Pot C”

The six original Enterprise zones sites are continuing to create new businesses, jobs and as a result generating business rates income. As part of the Memorandum of Understanding between the LEP, Great Yarmouth and Waveney District authorities, the LEP currently receives 55% of this income as part of its Challenge Fund – Pot C.

Previously this income has been used to help both local authorities with their set-up costs. It has also supported some of the LEP's operational costs and projects. In its 2015/16 budget the LEP agreed for £140,000 to be allocated for this use.

As anticipated the increase in business in the enterprise zone is now starting to generate additional business rates income.

The LEP has now agreed the 2016/17 figures with Waveney District and as a result December 2017 management accounts shows additional income of £228,300. Further income is also expected from Great Yarmouth for the two Norfolk sites, this may provide an additional £400,000. The final figure will be agreed in this financial year.

Given the uncertainty about final income amounts because of the complexity and volatility of the business rate system the LEP executive opted to take a cautious approach with regard to the spending of this income. However as this income is now being realised the LEP executive is preparing a range of options which will be incorporated in the LEP Budget presented to the March 2018 board meeting.

Recommendation

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