

# Paper 6

## Local Assurance Framework

### 1 Summary

- 1.1. Each year the Greater Lincolnshire LEP is required to update its Assurance Framework to ensure robust, transparent and effective governance arrangements are in place.
- 1.2. The draft Assurance Framework 2019 has been prepared in response to Government guidance. The assurance framework sets out how the LEP will use public money responsibly, make robust decisions, achieve best value for money and act in an open and transparent way.
- 1.3. It explains the LEP structures and Boards that make decisions, outlines the policies and procedures that are in place to support decision making and monitor delivery of LEP Funded projects and schemes and how the LEP will publish information.

### 2 Background

- 2.1. We are required to update the existing framework, to be published in April 2019, ensuring it complies with the requirements of the National Assurance Framework (December 2018), Non-Executive Director Review into LEP Governance and Transparency (the Mary Ney Review - October 2017) including those addressed by the LEP Governance and Transparency Best Practice Guidance (published in January 2018) and the recommendations from Strengthened Local Enterprise Partnerships (July 2018) following the Ministerial review thus providing a structure for strong and transparent governance for the delivery of all government funding flowing through the LEP.
- 2.2 Each LEP Local Assurance Framework must:
  - a. Set out the LEP's structure, and decision-making processes
  - b. Provide information on how the LEP manages its programmes, funding streams and any associated contracts, including the Local Growth Fund, City Deals and Enterprise Zones (where applicable);
  - c. Provide information on the LEP's arrangements for ensuring value for money
  - d. Set out the LEP's approach to risk.
  - e. Set out how calls for bids or projects are advertised openly and that selection criteria and selection processes are transparent;
  - f. Set out how the LEP will conduct ongoing local engagement
  - g. Ensure the transparent publication of financial information
  - h. Set out how the LEP ensures open recruitment processes
  - i. Ensure appropriate succession planning and arrangements for the resignation of Board Members;
  - j. Implement an induction process for new members of the LEP Board and LEP Officers;
  - k. Set out how the LEP manages conflicts of interest

# Paper 6

## Local Assurance Framework

- l. Set out the LEP's commitment to diversity
  - m. Set out the processes the LEP has put place for handling data
  - n. Set out the LEP's overarching approach to dealing with complaints and whistleblowing, including linking to the relevant policies
  - o. Complaints for Third Parties and Whistleblowing); and
  - p. Provide information on LEP scrutiny arrangements
- 2.3 The 2018 assurance framework was already broadly compliant with the new guidance however we worked with our Accountable Body's internal audit function who identified areas that should be added and/or strengthened. Changes have focused on:
- Inclusive and collaborative working
  - Outlining roles and responsibilities clearly
  - Transparent publishing of Information
  - Approach to risk
  - Improving diversity
  - Accountability for decisions and public funds
- 2.4 Paper 6.1 provides the board with the draft Greater Lincolnshire LEP Local Assurance framework. Work is ongoing to fully format the document and ensure all the correct Links and Annexes are included.

### 3 Recommendations

- 3.1 The LEP Board are asked to Review and approve the publishing of the revised Local Assurance Framework 2019.
- 3.2 We seek endorsement from the board for the secretariat to be able to action necessary final changes prior to publishing.

# Local Growth Assurance Framework

Version X

Greater Lincolnshire Local Enterprise Partnership  
April 2019

This document/publication is also available on our website at  
[www.greaterlincolnshirelep.co.uk](http://www.greaterlincolnshirelep.co.uk)

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## Executive Summary

The Greater Lincolnshire LEP (GLLEP) Assurance Framework details how the GLLEP and its Accountable Body (Lincolnshire County Council) is working with Government to provide assurances and transparency in developing robust value for money projects and programmes, making decisions and spending government funds. The framework currently covers the Growth Deals announced in July 2014, January 2015 and March 2017, but will also apply to future growth deal allocations.

European funding streams and projects are covered separately within the GLLEP *EU Structural and Investment Strategy 2014-20*.

GLLEP recognises the importance of not using public funding to secure the service of lobbyists demonstrating commitment to the principles identified within this Assurance Framework.

The purpose of the GLLEP is to provide strategic leadership and develop a long term vision of the GLLEP Region's economy, providing strategic insight on the challenges and opportunities facing the area by setting, reviewing and refining the Strategic Economic Plan (SEP).

We:-

- Champion the GLLEP Region's economic vision and promote bold solutions;
- Communicate with the business community and other partners around economic growth;
- Share knowledge practice and intelligence within the GLLEP region and;
- Allocate resources to deliver economic growth, secure finance and encourage local and national bodies to match resources to achieve the GLLEP region's ambitions.

This assurance framework details how the Greater Lincolnshire Local Enterprise Partnership (GLLEP) complies with the requirements of the:

- National Assurance Framework (December 2018),
- Non-Executive Director Review into LEP Governance and Transparency (the Mary Ney Review - October 2017)
- LEP Governance and Transparency Best Practice Guidance (published in January 2018)
- Strengthened Local Enterprise Partnerships (July 2018)

# Introduction

## Purpose of the Assurance Framework

1. The aim of this document is to set out how the Greater Lincolnshire LEP will use public money and how it operates transparently, with accountability and provides value for money. It has been developed following the release of Governments revised National Local Growth Assurance Framework (December 2018) which informs Local Enterprise partnerships (LEPs) on what should be included within their local assurance frameworks.
2. This revised framework builds on the previous LEP Local Assurance Framework (February 2018) and seeks to implement a common framework of understanding of the assurance required for local growth funding.
3. This assurance framework details how the Greater Lincolnshire Local Enterprise Partnership (GLLEP) complies with the requirements of the National Assurance Framework (December 2018), Non-Executive Director Review into LEP Governance and Transparency (the Mary Ney Review - October 2017) including those addressed by the LEP Governance and Transparency Best Practice Guidance (published in January 2018) and the recommendations from Strengthened Local Enterprise Partnerships (July 2018) following the Ministerial review providing a structure for strong and transparent governance for the delivery of all government funding flowing through the LEP.
4. It is approved and signed off by the GLLEP Board and takes effect from 1 April 2019.
5. It will be reviewed annually and any significant changes will be detailed as part of version control.
6. It should be viewed in the context of the Accountability Systems Statements for both Local Government and the Local Growth Fund which provide assurance to Government for how Local Growth Funds and wider funding routed through Local Government are allocated, and that there are robust local systems in place to ensure resources are spent with regularity, propriety, and value for money.
7. The LEP commit to updating the document in line with any further changes to the National Assurance framework or local processes.
8. The Greater Lincolnshire Local Enterprise Partnership (LEP) is registered as a company limited by guarantee with company number: 09223395, and is a regulated company in respect of the Local Authority Members.
9. The company was incorporated with Companies House in September 2014 and complies with all statutory requirements. The registered office is County Offices, Newland, Lincoln, LN1 1YL.
10. The secretariat to the LEP is seconded from the Accountable Body (Lincolnshire County Council). The LEP is allocated a designated office space on Floor 2 at Lancaster House,

36 Orchard Street, Lincoln, LN1 1XX. LEP staff work directly to the Board of Directors and not the Accountable Body.

## The Seven Principles of Public Life

11. The Seven Principles of Public Life (the Nolan Principles) underpin this Framework. We will comply with the spirit of these principles and ensure that all board members and staff are upholding the highest standards of conduct and operating according to these principles and are ensuring robust stewardship of the LEP resources.

- **Selflessness** - Greater Lincolnshire LEP will act solely in terms of public interest.
- **Integrity** - Greater Lincolnshire LEP Board Members and employees will avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. Board members will not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends, always declaring any conflicts of interest/relationships.
- **Objectivity** - Greater Lincolnshire LEP will act and take decisions impartially, fairly and on merit, using the best evidence, without discrimination or bias.
- **Accountability** - Being accountable to the public for its decisions and actions Greater Lincolnshire LEP will undergo regular scrutiny to ensure that it continues to work objectively.
- **Openness** - Greater Lincolnshire LEP will act and take decisions in an open and transparent manner. We will publish all minutes and decisions on our website, and will not withhold information from the public unless there are clear and lawful reasons for so doing.
- **Honesty** - Greater Lincolnshire LEP will be truthful at all times.
- **Leadership** - Greater Lincolnshire LEP Board members and officers will exhibit all 7 principles in their own behaviour at all times. They will promote and robustly support the principles, and will challenge poor behaviour wherever it occurs.

## LEP Governance

12. The LEP and its governance structures set the vision and outcome that steer the allocation of resources and ensure that we continue to deliver against our strategic objectives.

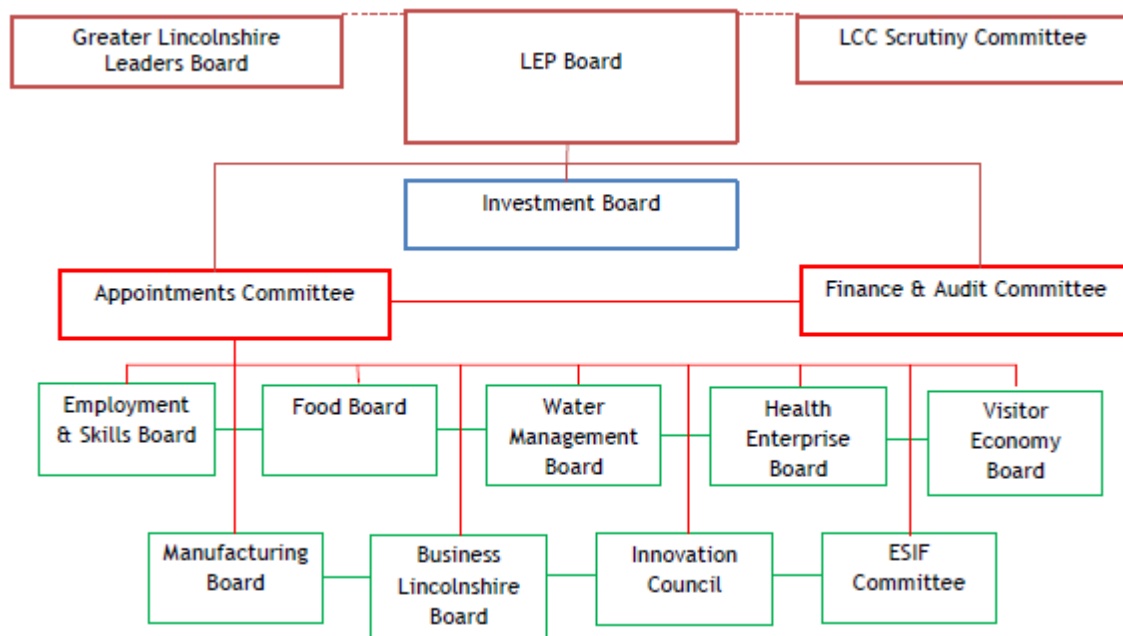
13. The GLLEP Board has formed a company limited by guarantee. It will work closely with local government and other partners to ensure effective communication, strategy and delivery.

14. The GLLEP Board is supported by a Finance and Audit Committee; an Appointments Committee to ensure adequate scrutiny and clarity on decisions that have been taken; an Investment Board to agree strategic programmes for commissioning activity and to approve projects; and an Employment and Skills Board to consider activity in relation to

employment and skills and to make recommendations to the GLLEP Board and/or Investment Board. GLLEP reports to the Lincolnshire County Council Environment and Economy Scrutiny Committee on a regular basis and works closely with the Lincolnshire Leaders Group

15. The GLLEP Board is also supported by strategic and advisory forums covering: water management; housing; visitor economy; agri-food; manufacturing; infrastructure and housing and takes expert advice from the Accountable Body and/or commissions expert opinion on strategic issues as and when required. The GLLEP Board seeks Accountable Body authorisation in relation to legal, financial, process and resource related decisions.

16. The chart below sets out the top level governance structure and we have detailed each groups respective roles and responsibilities.



### Greater Lincolnshire LEP Board (Ltd Co)

17. - Members of the GLLEP Board are also Directors of GLLEP Ltd. The purpose of the GLLEP Board (Ltd Co) is to fulfil the role within the GLLEP region of a Local Enterprise Partnership in accordance with any statutory requirements or guidance at any given time and:-

- To provide strategic leadership and develop a long term vision of the GLLEP Region’s economy, providing strategic insight on the challenges and opportunities facing the area by setting, reviewing and refining the Strategic Economic Plan
- Champion the GLLEP Region’s economic vision and promote bold solutions;
- Communicate with the business community and other stakeholders around economic growth;

- Share knowledge practice and intelligence within the GLLEP Region; and
- Allocate its resources to deliver economic growth, secure finance and encourage local and national bodies to match resources to achieve the GLLEP Region's ambitions.

18. A full up to date list of LEP Board membership can be found by clicking [\(Here - Link\)](#)

## Investment Board

19. The remit of the Investment Board is to ensure a commissioning approach is taken to develop programmes and projects to deliver the Strategic Economic Plan. This will be achieved through:-

- Provision of a strategic assessment of proposed bidding rounds (Invitations to Apply for Grant Funding - IAGFs);
- Provision of a final strategic assessment of projects and recommendations to the GLLEP Board on which projects should be approved for funding;
- Monitoring, approving and reporting to the GLLEP Board the progress of projects in delivering outputs and other performance indicators including spend.
- Democratic accountability (members representing public and private sector)

20. The Investment Board will act as the strategic steer to support the ESIF Committee in its recommendations to the Managing Authority on the separate EU funding. The ESIF Committee will meet independently to the Investment Board to oversee the delivery of the detailed ESIF Strategy and communicate this back to the Investment Board.

21. The Investment Board consists of a selection of members from the main LEP Board and a list can be found [\(here Link\)](#).

22. The Committee supports the delivery of the £123m European funding allocation to deliver the GLLEP ESIF Strategy. The ESIF Committee is a sub-committee of the England Growth Programme Board (GPB). They support the GPB's role in considering overall Operational Programme performance by specifically looking at and advising on the local, on-the-ground implementation of it, via project calls, applications and ongoing implementation.

23. The Committee also assists the EAFRD Managing Authority and the GPB by providing advice where those activities are relevant to EAFRD spend, which is part of the ESIF Funds Growth Programme. Where there are differences of detail in the arrangements or procedures for the EAFRD Growth Programme, these are spelled out separately by Defra to the ESIF Sub Area Committee trades union, education and others. This Committee is responsible for advising Managing Authorities on projects meeting EU funding criteria to the Investment Board.

24. The Chair of the ESIF Sub-Area Committee is a Board Director on the GLLEP Board.

Details of the ESIF Sub-Area Committee can be found at:- [\(LINK\)](#)

#### Finance and Audit Committee:

25. The primary purpose of the Finance and Audit Committee is to assist the GLLEP Board in ensuring that the company maintains satisfactory financial systems and systems of financial and operational control, and that any published financial reports comply with statutory requirements.
26. The Terms of Reference for the Finance and Audit Committee, along with the membership, are published on the website. [\(Link\)](#)

#### Appointments Committee:

27. The Appointments Committee's principal remit is to manage the process for appointing Directors and Company Members to the GLLEP as set out in the Company's constitution, and produce recommendations for Company Members to consider. Membership consists of the Chair of the Finance Committee, Chair of the Employment and Skills Board and the Chair of the GLLEP. The appointments process can be found [\(Link\)](#)

#### GLLEP governance partnerships

28. Strategic Advisory Groups have been established to support the decision making of the LEP. They are LEP agenda led, but having input from the public, private, and third sectors having the remit of a variety of key themes including; key sector and business development; employment and skills; innovation; and place as set out in the Partnership chart below.

LEP AGENDA	
STRATEGIC ADVISORY GROUPS	SECTOR PLANS AND STRATEGIES
Greater Lincolnshire Employment & Skills Board	Skills
Visitor Economy Board	Destination Management Plan
Food Board	Agri Food
Manufacturing Board	Manufacturing
Innovation Council	Innovation*
Growth Hub Governance Board	-
Greater Lincolnshire Nature Partnership	-

Water Management Board	Water Management Strategy
Housing & Infrastructure Group	Transport Strategy and Housing (discussion document)

29. We might need a bit more here - perhaps not now but we should really say something on their role, terms of reference responsibilities.

## GLLEP Secretariat

30. The LEP board and Strategic advisory groups are supported by the GLLEP Secretariat who provide administrative, secretariat and policy functions. The Secretariat currently consists of:-

- |                         |                |
|-------------------------|----------------|
| • LEP Director          | Ruth Carver    |
| • LEP Manager           | Clare Hughes   |
| • LEP Officer           | Kate Storey    |
| • LEP Housing Advisor   | Cathy Jones    |
| • LEP Programme Manager | Halina Davies  |
| • LEP Research Manager  | James Baty     |
| • LEP PA                | Sue Groves     |
| • Project Officer       | Laura Spittles |

31. Administration - This provides administrative support for the GLLEP, including managing meetings, agendas, recommendations on funding allocations, financial management and reporting, appraisal, legal and procedural systems, minutes taking, handling correspondence, day to day point of contact, gatekeeper, recruitment, co-ordination and management of any contracted services including PR, design and consultancy, media enquiries and management.

32. Secretariat - Co-ordination of government initiatives such as Growth Deals, Growing Places Fund and Regional Growth Fund, managing funding enquiries, co-ordination or response where necessary on consultations, briefing to partners and stakeholders. Bringing together policy, academic and business expertise to inform and shape LEP thinking.

33. Research and Policy - The Secretariat organises LEP policy advice, analysis and briefings from within the local authorities and wider. This is co-ordinated through the LEP Officers Group which includes representatives from North East Lincolnshire, North Lincolnshire, Lincolnshire County Council (LCC - various departments), BEIS (Business, Energy and Industrial Strategy) and HE (Homes England - formerly the Homes & Communities Agency)

34. Local authorities, higher and further education providers, and the third sector in Greater Lincolnshire all have a strong track record in delivering major schemes and will continue to do so under the strategic lead of the GLLEP.

35. There is a strong relationship between the GLLEP's leadership of local economic development and that of local government. The GLLEP works closely with local authority partners to ensure that the democratic representation of local citizens through councils is reflected in the GLLEP Board and local strategies are aligned.

### Greater Lincolnshire LEP Officers Group

36. The Greater Lincolnshire Officers Group comprises senior officers from all 10 local authorities; the LEP; government representation from DfT and BEIS; and key stakeholders including Environment Agency and Homes England. The role of the Greater Lincolnshire Officers Group is to share knowledge and best practice and provide strategic advice to the GLLEP Board.

### GLLEP Partnership Statement

37. The GLLEP has developed a partnership Statement with the Accountable Body (Lincolnshire County Council (LCC):-

- Secretariat support to the LEP
- Expert advice and staffing resource Financial services
- Financial audit services
- Research and data services
- Legal services
- Procurement

38. This also incorporates use of robust Accountable Body policies (LCC policies can be viewed online [LINK](#)) covering:-

- Financial procedures and practice
- Funding drawdown and claw back
- Information governance (FOI/ Conflict of interest/ data protection/ complaints/ environmental/ notifications)
- Local government transparency code.

### GLLEP Members Agreement

39. The Members are subscribers to the Memorandum of Association with the purpose to:-

- Participate as Members in the Company
- Agree to enter into the Members Agreement for the purpose of regulating their relationship and their dealings with each other
- Meet the Eligibility Criteria
- Be admitted to membership from time to time in accordance with the Company Articles



40. GLLEP Ltd now includes membership from the following organisations:

- District Councils
- Lincolnshire County Council
- North and North East Lincolnshire Councils
- Lincolnshire NHS
- Environment Agency
- Private sector Director organisations
- University of Lincoln
- Bishop Grosseteste University
- FE representation
- Community sector representation
- Lincolnshire Chamber of Commerce

## Induction and Training

41. An induction process for new board members following endorsement by the Director's Board is in place and completes the following process.

42. Part 1 Receipt of an E-welcome pack to include; LEP Articles; Directors Code of Conduct and Declaration of Interest forms; Terms of Reference; links to governance and other sector-specific areas on the website; provided with annual Board meeting dates and venues; and an invitation to attend an induction.

43. Part 2 New Directors are welcomed to the LEP offices and introduced to relevant staff. Directors are asked to bring their completed declarations to the induction meeting and are then taken through an introduction to the LEP.

44. Hard copy packs are provided with the latest key documents to include the Strategic Economic Plan and the Local Industrial Strategy. New Directors are given a short history of the LEP, its activity and future direction to include an overview of the company structures and governance, and a walk-through of the website.

45. They are briefed on the importance of their responsibilities, of making regular declarations and in maintaining updated records. They are additionally informed of any areas of focus they are likely to be involved in and asked to provide a short biography and photograph for the website. LEP Directors are supported directly by the LEP Director and by LEP staff on specific areas as appropriate.

## Equality and Diversity

46. GLLEP has its own equality and diversity policy statement in place which is located on the GLLEP website. ([insert Link](#)). The policy statement outlines the commitment that the LEP board has to equality and diversity and its compliance with the National Assurance Framework for LEPs and MCA's.
47. A Board level equality and diversity champion is appointed, whose role is to advise the board on progress against the targets within the LEP review on equality at board and sub board level, and to bring an annual report to the LEP Board to review progress and recommend improvements for the forthcoming year. The policy statement is reviewed annually.
48. By creating an accepting and inclusive culture we will reduce the chance of discrimination, and allow LEP board members and staff to feel welcome, safe and valued. Transparently diverse and welcoming organisations also attract more of the best talent and will be the reason which Directors and staff choose to work in the organisation.

## Publicity and Branding Guidelines

49. The LEP has a clear process in place for publicising projects and ensuring that government branding requirements are adhered to. This is important because HMG Government provides Growth Deal funding to the Greater Lincolnshire area via the LEP and using appropriate Government branding recognises this partnership, while increasing the profile of local projects. The branding helps promote projects funded via the Local Growth Fund, and other UK Government/LEP funded schemes. We collaborate with grant/loan recipients and Government on external communications opportunities as they arise.
50. All grant recipients are expected to adhere to strict guidance when promoting schemes supported by the Local Growth Fund and have been provided with GL LEP Communication Guidelines that need to be applied when considering any event, social media post, construction site board advertising, press release or launch event.
51. Greater Lincolnshire LEP also produces bespoke plaques for schemes that include buildings/structures/locations where they can be prominently displayed. Once a project is completed (or about to be completed) a plaque is provided by the LEP to the project applicants to be erected.
52. The branding guidelines can be reviewed at [Appendix X](#).
53. In addition, the LEP produces monthly milestone reports to BEIS regarding project

launches/events taking place, potential site visits, and media engagement ,and a copy of this template can be seen in [Appendix x.](#)

## Transparency

### Code of Conduct and Conflicts of Interest

54. The following provisions shall apply to members of all GLLEP decision making Boards:-

- Registers of Board Members' Interests are maintained and published. These are updated after each Board Meeting.
- All Board members sign a code of conduct.
- In the event that there is a conflict of interest the person shall immediately declare the nature of the conflict or potential conflict and withdraw from any business where the conflict would be relevant.
- Whenever a person has an interest in a matter to be discussed at a meeting the person concerned will not be:
  - ❖ entitled to remain present at the meeting during discussion of that matter
  - ❖ counted in the quorum for that part of the meeting
  - ❖ entitled to vote on the matter
  - ❖ have access to papers or information in relation to that conflict

55. The Chair and/or Vice Chair can authorise a person to be involved in a situation in which the person has or may have a direct or indirect interest which conflicts or may conflict with the interests of the Board provided that the conflict of interest at the time is declared to them and the person subject to the conflict of interest shall not vote.

56. The GLLEP Code of Conduct and individual Registers of Interest can be found at the following [links](#)

### Publishing of Information

57. As part of its transparent decision making the LEP publishes all Board papers, meeting minutes and agendas. These can be accessed from the front page of the GL LEP website via a bespoke button at the top right hand side of the screen, or by clicking on the following link: <https://www.greaterlincolnshirelep.co.uk/about/boards/lep-board/>

58. The LEP recognises the importance of openly sharing its board discussions regarding strategy, policy, use of government funding, project progress and delivery, be it in relation to formal decision processes or general debate.

### Freedom of information/Environmental Regulation

59. In conjunction with its Accountable Body, GLLEP responds to all Freedom of Information and Environmental Information Regulation requests in line with relevant

legislation.

## Enquiries, Compliments and Complaints Procedure

60. An Enquiries, Compliments and Complaints procedure is in place for the LEP and is available for perusal on the GLLEP website <https://www.greaterlincolnshirelep.co.uk/documents/greater-lincolnshire-lep-enquiries-compliments-and-complaints-procedure/>

## Whistleblowing Policy

61. The LEP also has a formal whistleblowing policy in place which can be found at: <https://www.greaterlincolnshirelep.co.uk/documents/whistleblowing-policy-feb-2018>

62. This policy outlines the process to follow for a Discloser when reporting a perceived wrongdoing within the Greater Lincolnshire LEP, including something they believe goes against the core values of Standards in Public Life (the Nolan Principles) and the Code of Conduct for Greater Lincolnshire LEP Board Members and staff.

## Conforming with Legislation

63. GLLEP ensures that all of its activities conform to relevant law including state aid and public procurement rules. Regular internal and external audits assess that guidance and legislation has been adhered to accordingly.

## Dealing with Legal Challenges

64. GLLEP is represented by Wilkin Chapman Solicitors on all legal matters and benefits from LCC legal services advice and support for the contracting of projects as required.

65. Wilkin Chapman are instructed to carry out the following work:

- Advising on the AGM and preparation of notices, proxy forms and minutes;
- Filing annual returns with Companies House;
- Filing returns and accounts as and when required;
- Preparation and review of pro forma advice on duties and responsibilities of directors; and
- Advice on corporate governance and any other legal issues as and when required.

## Confidential Papers and Legal Proceedings

66. The LEP may decide to withhold “confidential information” under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012. Circumstances include:

- Information provided by a government department on terms which forbid the disclosure of the information to the public;
- Where disclosure to the public is prohibited by a court or;
- Where the Local Enterprise Partnership holds “exempt information” under Schedule 12A of the Local Government Act 1972. This includes information relating to an individual, relating to the financial or business affairs of a particular person, negotiations, labour relations, legal professional privilege and in connection to the investigation or prosecution of a crime.

67. GLLEP has a clear process in place for confidential proceedings and papers, procuring legal advice as required. A full record is kept by the LEP in case these decisions need to be scrutinised in the future.

68. Confidential Papers are circulated in confidence to Board members 7 days in advance of the relevant meeting and are retained on the LEPs file management system only for up to 5 years.

69. Information and correspondence for any legal proceedings relating to the LEP or its projects is shared with the GLLEP Board or Investment Board accordingly and is then retained confidentially on the file management system for up to 5 years. This includes any formal decisions relating to the proceedings made by the GLLEP. Deadlines for any required legal responses are strictly adhered to.

## Data

70. The LEP understands the requirements to handle and protect data in a manner compliant with the Data Protection Act and General Data Protection Regulation (GDPR). For more information on our privacy statement click [\(Here Link\)](#)

## Local Engagement

### Key Stakeholders

71. Communication with our business community and stakeholders lies at the core of the Greater Lincolnshire LEP. Our main objective is to be the voice of the private and public sector community and ensure that the economic interests of the area are properly represented.

72. Our dedicated website [www.greaterlincolnshirelep.co.uk](http://www.greaterlincolnshirelep.co.uk) is our primary communication tool and is focused on core LEP priorities, activity, strategies and achievements.

73. We also have a bespoke dedicated web site aimed directly at our business community [www.businesslincolnshire.com](http://www.businesslincolnshire.com) and a new award winning website which allows users to create tailored content to showcase the best things about living, working, visiting and investing in Lincolnshire at [www.promotelincolnshire.com](http://www.promotelincolnshire.com)

#### 74. Blurb about what is below

Stakeholders	Our stakeholder list continues to grow and is currently made up of; private sector businesses, local authorities, third sector and voluntary organisations, academics and education providers, government and local government departments, elected councillors and MPs, and trade organisations.
LEP Strategic boards	The LEP has ten strategic boards made up of expert members of Greater Lincolnshire's priority sectors and themes. These board members received monthly communications, invitations to events, and are called upon to undertake task and finish activity or to speak or to make recommendations on activity in their area of knowledge. We now have over 120 men and women from the private sector across all of our boards who are recognised as important ambassadors for LEP activity.
Local authorities	The Greater Lincolnshire LEP Directors' Board includes the political leaders of the LEP area's three upper tier authorities (Lincolnshire County, North Lincolnshire and North East Lincolnshire) as well as representatives from the Lincolnshire Districts. In addition, senior officers meet regularly with LA Leaders and elected representatives across the LEP area, to ensure areas of importance to local authorities are captured and addressed, and to ensure strategic activity is aligned.
Business	At the heart of economic growth lies a supportive and proud business community, willing to champion our diverse and flourishing area and eager to support each other and nurture collaborative working
Team Lincolnshire	The Team Lincolnshire initiative is that all members become ambassadors for the region, fuelling our economy and securing our future. Team Lincolnshire represents the private and public sector working together across all sectors, and it is widely recognised that collaborating together to promote the area gives us a much stronger and passionate voice.
MP's	The LEP had developed a Local MPs Engagement Plan to allocate and align Board Directors to build relationships and encourage dialogue and engagement.
Third party	Through the board and officers, the LEP has strong partnership relationships with SME bodies, the Lincolnshire Chamber of Commerce, IOD, CBI, EEF and other relevant third party and trade organisations.

## Direct Engagement Activity

### Live Events and Conferences and Exhibitions

75. The Greater Lincolnshire LEP has one key annual stakeholder-focused event; the LEP Conference, which provides an overview of annual activity and achievements and provides the opportunity for dialogue, challenge and critique alongside acclaimed keynote speakers, and the chance to showcase new technology and innovations.
76. The LEP also delivers a number of sector specific events to include the Manufacturing Conference and Visitor Economy Conference, the MIPIM property show with the Midlands Engine to attract inwards investors and Team Lincolnshire activity across the UK, and also exhibits at local business events.

### Annual General Meeting

77. The AGM is the LEP's statutory company event which is held annually in the summer and invites voting company members to an overview of the activity and financial statement for the previous year.

### Publications

78. A number of key sector and priority theme strategies and plans have been published including; The Strategic Economic Plan (refresh Spring 2016); Water for Growth; Agri-food Sector Plan (refresh 2017); Manufacturing Sector Plan; Health and Care Sector Plan; Utilities Report; Energy Strategy; Hotel Study; and the LEP Annual Report.

### PR, Communications and Media Channels

79. In addition to the LEP website described above, the Greater Lincolnshire LEP publicly distributes regular newsletters, press releases, social media updates, website updates and other information on its activities, and to publicise funding opportunities or calls for activity or evidence. This service is contracted to a professional PR supplier to ensure maximum reach, interaction, and engagement.

### Newsletters

80. Registered recipients of LEP news receive a quarterly e-shot newsletter along with invitations to targeted events and workshops. Sector and theme specific newsletters are further developed as necessary to include; Team Lincolnshire and; the Skills Spotlight with others in the pipeline.

### Press Releases

81. Regular press releases are promoted to the media and published on the website. The LEP also pitches specific stories and blogs to the press where relevant.

### Marketing Campaigns

82. Growth in the LEPs marketing activity has resulted in specific marketing campaigns being undertaken to achieve particular goals. This includes; the newly branded LEP Conference, a Call for Evidence for the Local Industrial Strategy; and a successful targeted board member recruitment drive aimed at increasing female membership.

### Social Media

83. Social Media is an important tool for the LEP and we are increasing our engagement with followers to; Twitter; Facebook Live; and LinkedIn.

### Cross-LEP working

84. There are a number of areas where Greater Lincolnshire LEP works closely with other LEPs. These include:

- Midlands LEP Chair meetings which take place twice a year
- Midlands LEP Chief Executives meetings which take place once a quarter
- Midlands Engine Groups which take place once a quarter
- East Midlands Chairs meeting which takes place once a quarter
- East Midlands Chief Executives which takes place once a quarter

85. As part of the LEP network, where wider best practice is shared and fed back in by LEP Officers attending meetings, this is at the Chief Executive level, skills leads, communications leads, data leads and sector specific groups such as Food and Drink Sector Council LEP Network.

86. Collaboration agreements in the form of MOU's are being developed with neighbouring LEP's such as Greater Peterborough and Greater Cambridgeshire LEP, and the Humber LEP.

87. The LEP Secretariat liaise and consult with the relevant officers of other LEP's whenever a project spans LEP boundaries or a mutual interest in delivery exists. Formal practices will be set out as the project progresses. The LEP Secretariat will report to the Board on an annual basis outlining the collaboration that has taken place with other LEPs and also set out the opportunities for further collaboration.

### Accountable Body

88. Lincolnshire County Council has agreed to act as the Greater Lincolnshire LEP's accountable body function. The accountable body shall provide the following services:

- Expert advice and staffing resources
- Financial services
- Financial Audit services
- Research support
- Legal support



- Procurement framework and advice.

89. This also incorporates use of robust accountable body policies covering:-

- Financial procedures and practice
- Funding drawdown and clawback
- Information governance ( FOI, Conflicts of interest, data protection, complaints)
- Local government transparency code

90. In delivering its overall service the accountable provides the following functions to the LEP.

- a) A finance function involving holding public funds paid by Government on behalf of the LEP
- b) An oversight function, ensuring public funds are handled in line with relevant procedures and grant conditions and that funds are used with propriety, regularity and deliver value for money. This includes an oversight function of the processes such as LEP governance and transparency arrangements compliant with that National and Local Assurance Framework, and agreement on scrutiny arrangements, to ensure that the checks and reporting requirements of the Section 151 Officers are met, this includes retaining appropriate documentation on decision around funding and project monitoring and evaluation.
- c) The Accountable Body is also responsible for escalating concerns around non-delivery and/or mis-management. Where this cannot be resolved at the local level, the Accountable Body should report any concerns to the Cities and Local Growth unit through [localgrowthassurance@communities.gov.uk](mailto:localgrowthassurance@communities.gov.uk) and
- d) A support function providing technical advice on the relevant law discussing risks associated with pursuing a particular course of action for the LEP Board to consider and drafting funding agreements and contracts.

## **Role of the Section 151 Officer in respect of the Greater Lincolnshire LEP**

91. The Section 151 Officer has financial and governance oversight of decisions made by all the Greater Lincolnshire LEP decision making Boards, on behalf of the Accountable Body. The Section 151 Officer is the Executive Director of Resources at Lincolnshire County Council, and the Accountable Body is provided by Lincolnshire County Councils Enterprise Service Area.

92. **Background:** CIPFA have developed guidance on the role of the S151 Officer

(<https://www.cipfa.org/policy-and-guidance/reports/principles-for-section-151-officers-working-with-leps>). All LEP's and Accountable Bodies should ensure they meet the standards set out in the guidance.

- Enshrining a corporate position for the Section 151 Officer in LEP Assurance
- Creating a formal /structured mandate for the Section 151 Officer
- Embedding good governance into decision making
- Ensuring effective review of governance and
- Ensuring appropriate skills and resourcing

93. **Role:** The Section 151 Officer should ensure that their oversight of the proper administration of financial affairs with the LEP is carried out throughout the year. In addition to providing an assurance statement as part of the annual performance review by 28th February each year, the Section 151 officer is required to submit a letter to MHCLG Accounting Officer, which should include:

- Details of the checks that the S151 Officer or deputies has taken to assure themselves that the LEP has in place the process that ensure proper administration of the financial affairs of the LEP
- A statement outlining whether, having considered all the relevant information , the Section 151 Officer is of the opinion that the financial affairs of the LEP are being properly administered and
- if not, information about the main concerns and recommendations about the arrangements which need to be implemented in order to get the LEP to be properly administered.

#### Arrangements in the Greater Lincolnshire LEP

94. **Access to Information:** The Section 151 Officer is provided with full access to all LEP documents and decisions in a timely manner to enact the responsibilities listed and ensure they are provided with the opportunity to raise questions and concerns. The S151 Officer or deputy, is an observer at the LEP Board, the Investment Board and the Finance and Audit Committee. Copies of all decision-making Board papers that include detailed performance reporting across all the LEP's activities are forwarded to senior management within the Accountable Body as a matter of course.

95. The S151 has delegated responsibility for overseeing and working with the LEP on day to day activities although the final sign-off of any documentation pertaining to the LEP rests solely with the Section 151 Officer.

96. The Accountable Body ensures, through the role of the Section 151 Officer, that LEP resources are subject to the usual local authority checks and balances which include the financial duties and roles imposed on Councils. All key finance decisions made on expenditure within a period will be reported to the LEP Board. This will be included in the Board papers and, as such, the Section 151 Officer will be able to view and provide comment on to the LEP Board.

97. The LEP also works closely with the Accountable Body on the financial and legal due diligence of project investments, providing an additional layer of assurance to the Section 151 Officer and ensuring the LEP Board is appropriately advised in its independent decision-making process. The Accountable Body can exercise the power of veto over a LEP decision where this decision has the potential to expose them to legal or financial risk.
98. The Section 151 Officer submits a letter to the Ministry of Housing, Communities and Local Government (MHCLG) by the 28th February each year outlining that they are assured the LEP follows its Assurance Framework processes and procedures and is compliant with such as laid out. The levels of assurance to provide this are built up in - year through the mechanisms above, audits undertaken and regular meetings with LEP Officers.
99. The Section 151 Officer also provides a statement during the Annual Conversation review with Government opining on the governance and transparency of the LEP and outlining whether the affairs of the LEP are being properly administered. In the unlikely event that the Section 151 Officer is not of this view however, then they will provide information about the concerns together with recommendations and timescales about the arrangements that need to be implemented in order to rectify. This can be undertaken at any time during the year.

## **Accountable Decision Making**

### **Overview**

100. The Accountable Body (LCC) will ensure, through its Section 151 Officer, that the funds generated through the GLLEP are used appropriately and not for any purpose other than for that which it is intended.
101. Funds will be separately identifiable from the Accountable Body's own funds, and financial statements will be provided, as required. Expenditure and related income will be recorded by the Accountable Body making use of its financial system.
102. In addition to the safeguards monitored by its Internal Audit function, the Accountable Body is governed by its Audit Committee. The Audit Committee seek assurance on the adequacy of financial controls, identification of risk and value for money through the Accountable body's External Auditor, currently Mazars.

### **Finance and Audit Committee**

103. The primary purpose of the Finance and Audit Committee is to assist the GLLEP Board in ensuring that the company maintains satisfactory financial systems and systems of financial and operational control, and that any published financial reports

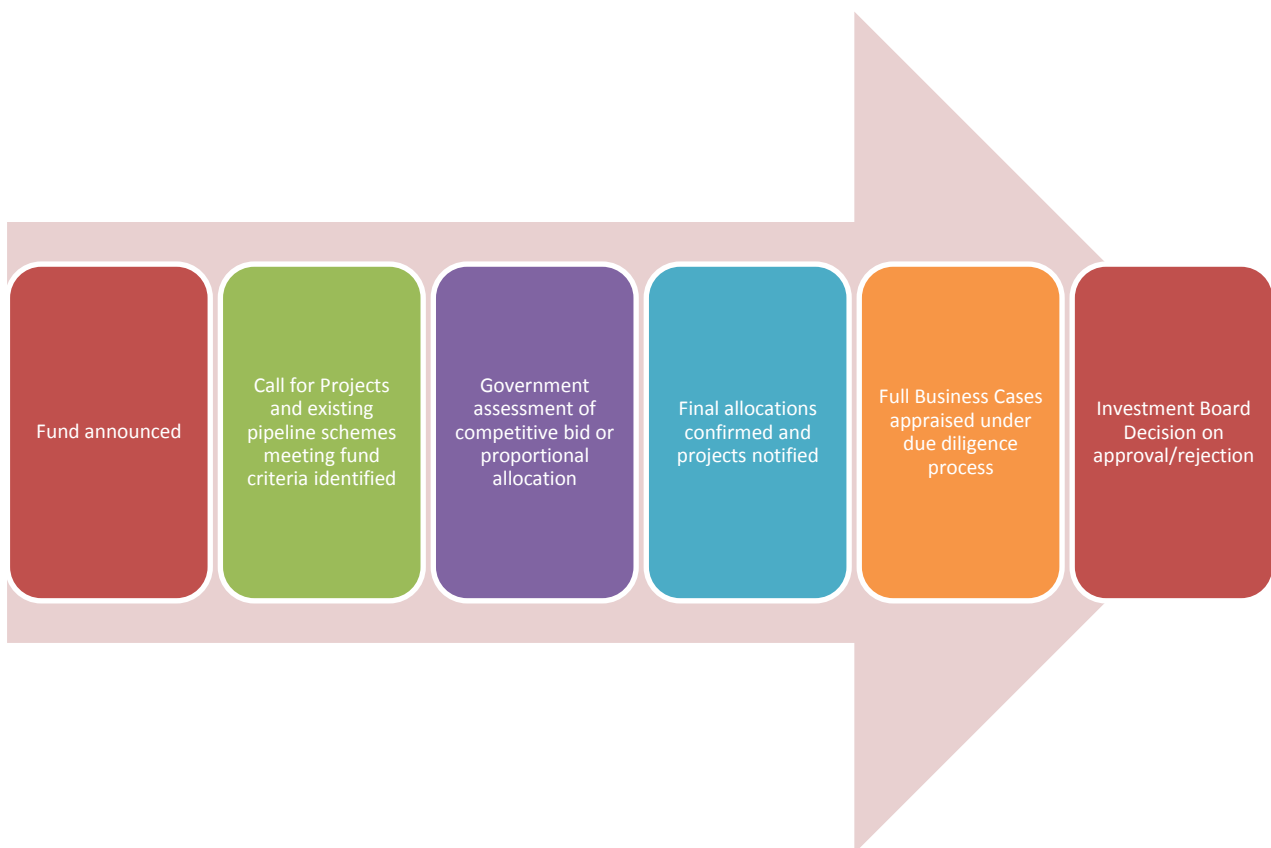
comply with statutory requirements.

104. The Terms of Reference for the Finance and Audit Committee, along with the membership, are published on the website and can be found by clicking [Link](#)

105. The Finance and Audit Committee reviews overall risk to the LEP. A risk management table is discussed and updated at each meeting and can be viewed within the papers on the GLLEP website [\(link\)](#)

### Decision Making Process

106. This diagram is a visual outline of the current decision making process



### Due Diligence

107. In accordance with Government guidance and regulations, final due diligence is required to be undertaken prior to investment being finally approved and offer of funding formally made.

108. Therefore, key issues to be considered as part of the due diligence assessment include development appraisals of individual schemes, cost appraisals (where required) obtaining Red Book Valuations (where required) and for these to be provided by applicants. A review of mechanisms for investment is also fundamental to ensure funding is state aid compliant.

109. The due diligence process incorporates verification of outputs and a value for money assessment. Independent legal advice is commissioned by applicants providing a report in respect of state aid in the context of investment into projects by Local Growth Deal and is used additionally to support the due diligence assessment.
110. Project sponsors are required to provide full and comprehensive information so that the due diligence, carried out by external consultants, is robust and that recommendations for funding can be made.
111. GLLEP ensures that all decisions and activities of the LEP conform with all relevant law (including State Aid and public procurement) and that records are maintained so this can be evidenced.

#### Scope of Due Diligence

112. Where there is not a specific framework in place (transport and retained schemes frameworks), projects are taken through a green book appraisal based assessment. This due diligence appraisal is tendered externally and on a bi-annual basis by GLLEP. The following areas are covered in relation to each scheme:

1. Project summary and planning status
2. Funding sought and status of match funding
3. Key Issues
4. Strategic Fit
5. Market Assessment
6. Development Appraisal
7. Deliverability and programme
8. Mechanism for investment, state aid and legal compliance
9. Procurement
10. Outputs and value for money
11. Milestones
12. Risk Assessment
13. Conditions and terms for the funding agreement
14. Conclusions
15. Recommendations

#### Investment Board - Decision

113. Investment Board meetings are held every quarter of the financial year as a minimum but they can be arranged on a bespoke basis if required. It is important that each meeting is quorate to enable decisions to be taken. A quorate Board consists of the Chair and one public and one private sector representative as a minimum. The minutes record clearly whether or not a board is deemed quorate.
114. Conflicts of interest are highlighted on the Agenda prior to the Investment Board meeting and the Chair then reminds attendees of any conflicts already

identified, and asks Board members if any other conflicts should be noted for the minutes.

115. Due diligence appraisals relating to projects that have reached full business case submission stage are presented to the Investment Board and then a discussion takes place on the project papers provided and regarding the recommendation made by LEP Officers.
116. The Investment Board then decides whether to support the recommendation as it stands, to make a different decision to that recommended, or to reject the scheme and recommendations proposing a revised course of action.
117. Decisions, by exception, can be made by the GL LEP Investment Board in the absence of a formal meeting by electronic approval. Papers are emailed to the board members, questions are raised electronically and the final decision is made and confirmed by the Chair once all responses have been received. These electronic approvals are always tabled at the next available Investment Board meeting, where the decisions that were taken are recorded officially in the minutes.

#### Accountable Body Review

118. All projects approved by the Investment Board also need to be signed off for approval by the Accountable Body to ensure financial compliance, before proceeding to contractual agreement stage. A detailed Decision Notice is provided to the Section 151 Officer which includes the approval process to date, contractual conditions required for the scheme, and recommendations from the Accountable Body's Commissioner for Economic Growth.
119. Provided that the Executive Director of Resources has no additional queries/concerns, the Decision Notice is signed and the scheme can progress. Should any specific questions emerge, these are discussed with the GLLEP/project partners and resolved accordingly, with a revised Decision Notice being drafted to include any subsequent alterations/additions. Should the Accountable Body and GLLEP not agree on a specific issue, the Chair of the LEP, Head of the Accountable Body and Section 151 Officer would determine a way forward.

#### Grant Offer Confirmation

120. Following Investment Board due diligence approval, applicants are emailed to confirm the level of investment allocated to the project by the Growth Deal Programme pending contractual agreement. All decisions made are recorded in the Investment Board minutes which are published within 10 working days of the meeting and can be viewed at: [Link](#)

#### Transport schemes

121. The GLLEP will work within the assurance framework set out for Local Transport Bodies, as a tried and tested framework.

122. Paragraphs 67- 79 of part 3 of the guidance, set out the minimum requirements on value for money assessment and assurance of transport projects and the GLLEP considers these the minimum requirement for transport schemes funded through the Local Growth Fund (including through pre-allocated funding).

123. A Housing and Infrastructure Group is in place with representation from all key infrastructure stakeholders from across Greater Lincolnshire. This Group identifies its strategic infrastructure development priorities (SIDP) on an annual basis utilising an agreed model for assessment of proposed infrastructure schemes to ensure value for money and strategic housing impact, and the top ten schemes are incorporated into the GL LEP project pipeline. An agreed Transport Strategy is in place for Greater Lincolnshire and beyond, and can be viewed at: [Need link to transport strategy here - ruth/sue to provide](#)

124. Our operational manual includes greater detail in terms of criteria for schemes considered eligible for growth deal funding. We recognise the need to build on existing procedures and ensure alignment with EU funding processes whilst they remain in place. Regular review periods have been agreed with the Finance and Audit Committee to develop a more comprehensive approach to risk and assurance for all transport related schemes across the Greater Lincolnshire area.

#### Greater Lincolnshire Skills Capital Investment Fund

125. The GLLEP Growth Deal Programme further recognises the need to consider skills capital projects in terms of benefits to learners and economic growth, building on SFA approaches including financial and estate need. Our Growth Deal 3 bid for a Skill Capital Investment Fund has proved successful, focusing on assessment construction, (including design fees and site investigation costs), refurbishment/remodelling of existing buildings, purchase of specialist equipment, work to improve delivery and efficiency through digital technologies, including steps to improve technological infrastructure and service resilience.

126. Four projects have been awarded allocations under the auspices of the programme to date.

#### Retained Schemes (transport majors)

127. Following on from the announcement of the first round of the Local Growth Deals in July 2014, Ministers decided that the Department for Transport (DfT) should retain approval oversight of a small number of large and/or complex local schemes. The Transport Hub in Lincoln was one such scheme that received ministerial approval. The project has now reached completion on site and is being monitored in terms of outputs and outcomes.

128. The DfT works flexibly with promoters and LEPs on a case by case basis to determine the precise arrangements to deliver retained schemes and agree a sensible timetable for each of the five elements of the business case.

129. First steps are to ensure project understanding; their associated costs and delivery timescales; and an indication of what is underway or planned in terms of supporting modelling and WebTag appraisal work. Early engagement on these issues is important.

## Cross LEP Schemes

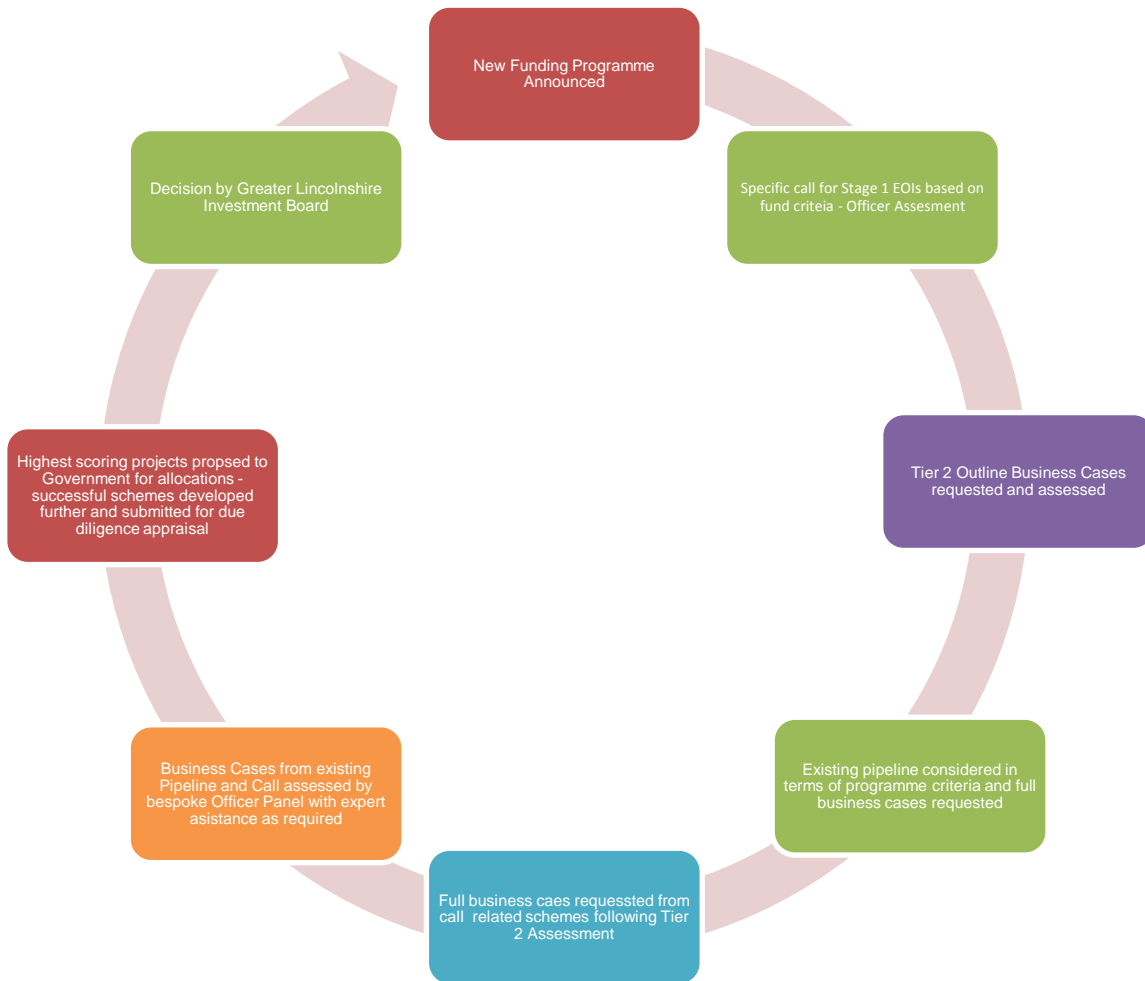
130. Schemes that involve working with one or more LEPs will undergo the same process as schemes that are working wholly within the Greater Lincolnshire area.

## Business Cases Development

### Overview

131. The Strategic Economic Plan (SEP) is the primary document underpinning everything we do. In 2018 the Industrial Strategy was introduced as a focus for LEPs to drive productivity and growth through development of local versions called the Local Industrial Strategy (LIS). Both strategies remain relevant and complimentary.
132. Both documents provide the framework for identifying, developing and prioritising investment in the Greater Lincolnshire area. It sets out our strategic vision and economic objectives to drive forward our economy to create jobs, improve skills and support companies to grow and prosper.
133. This section sets out the process by which the GLLEP will identify its priority investments across a range of areas. It also sets out the minimum requirements that all funded projects are expected to deliver. The process focuses on projects funded under the Growth Deal Programme however it underpins the use of all GLLEP funding.
134. The diagram below is a visual outline of the current assessment process as and when a new funding programme is announced.





## Business Case

135. The Project Business Case is extremely important because projects will only deliver their intended outputs and benefits if they are properly scoped, planned and cost justified from the outset.
136. There are 3 key stages in business case development, Expression of Interest, Outline business case and full Business case. Each stage builds on the information required from project applicants.
137. The GLLEP has adopted a proportionate method for assessing value for money and the level of detail it will expect in a full business case. In order to align with government guidance the GLLEP has adopted the principles set out within the HM Treasury Green Book. The GL LEP full business case was reviewed and updated in November 2018 and can be located as **Appendix xxx**. As a minimum we expect full business case submissions to include:-

- 2.0 Background**
  - 2.1 Strategic Context
  - 2.2 Requirement
- 3.0 Business Drivers**
  - 3.1 Scope
  - 3.2 Alignment with SEP and LIS
  - 3.3 Key Assumptions
  - 3.4 Business Need
  - 3.5 Why Do This Now
  - 3.6 Strategic Benefits
  - 3.7 Key Stakeholders
  - 3.8 Major Strategic Risks
- 4.0 Options Appraisal**
  - 4.1 Options Overview
  - 4.2 Criteria and Approach
  - 4.3 Options Appraisal
  - 4.4 Options Summary
- 5.0 Recommended Option**
  - 5.1 Strategic Risks
  - 5.2 Dependencies
  - 5.3 Detailed Costs, Funding and Benefits
  - 5.4 Availability of Resources
  - 5.5 Impact
  - 5.6 Managing the Changes
  - 5.7 Key Milestones
  - 5.8 Monitoring and Evaluation Plan
- 6.0 Reference Documents**

138. Additional information may be required for different types of schemes and this will be advised to applicants during business case development. The level of information within the full business case will enable further scrutiny around the key areas identified below and will support the due diligence process.

#### Business Case Criteria Descriptions

139. **Strategic Case** - The proposed project contributes to the needs/opportunities identified by the GLLEP, demonstrates delivery against relevant specific objectives, outputs and relevant priorities as identified within the Strategic Economic Plan and emerging Local Industrial Strategy, and adds value to and not duplicate existing provision.

140. **Economic Case** - An assessment of the economic costs and benefits of a proposal to the Greater Lincolnshire area. This includes review of options appraisals, wider impacts and rationale for option choice.

141. **Financial Assessment** - reviewing cost assumptions and rationales and sources of match funding. Schemes must represent value for money. In assessing value for money we took account of:-

- **Efficiency:** the rate/unit costs at which the project converts inputs to the Fund outputs,
- **Economy:** the extent to which the project will ensure that inputs to the scheme are at the minimum costs commensurate with the required quality and
- **Effectiveness:** the extent to which the project contributes to programme output targets, results and/or significant strategic impact at the local level.

142. **Deliverability** - scrutinising whether or not the proposal is deliverable and has clear project management, setting out responsibility, governance and reporting arrangements. Inclusion of a robust delivery plan with targeted milestones is desirable and we review capability to meet the financial requirements and liabilities of a programme.

143. **Risk** - Looking at delivery of the scheme and the risks posed by the preferred option, taking into account various complexities. Exploring risk in its widest sense covering for example, reputational risk, stakeholder engagement risk, management capability, potential conflict of interests, procurement, state aid etc.

## Standard Project Assessment Process

### Stage 1

144. The LEP invites calls for projects in order to ensure an up to date existing pipeline and to respond to new funding programme announcements that will be managed by the LEP.

145. Any organisation, individual or group of individuals are able to put forward an expression of interest for consideration in response to a specific call, as long as it meets the criteria for the funding to which it applies.

146. All projects go through a gateway review TIER 1 Assessment to identify their fit to the following:

- National vs Local Priority and fit with the SEP or LIS
- Ensuring appropriate scale - need for strategic schemes
- Impact - best for the Greater Lincolnshire area? Leverage and growth and productivity related output delivery
- Competitive in relation to national call

147. Projects that are prioritised through this initial sift are invited to submit a formal outline business case.

### Stage 2

148. The GLLEP has agreed a process for scheme prioritisation based on a multi criteria

analysis. The information within the Outline business case is assessed under the 4 key TIER 2 Assessment criteria which are:-

- Strategic Fit
- Economic Case
- Deliverability
- Impact

149. Due to its overarching importance strategic fit is scored initially and relates to 40% of the overall assessment score. Projects achieving a high score in this category are then analysed with regard to economic case (20%), deliverability (20%) and impact (20%). Assessment under Tier 2 is a combination of both qualitative and quantitative evidence and is scored against the GLLEP Scoring Matrix below by the GLLEP Officers Operational Group and on occasion by representatives from local strategic advisory groups or external experts.

Score	Description
1-2	Very little information provided and/or information is inconsistent with the requirements as set out by the GLLEP and Central Government
3-4	Some description given, which may be unclear or inappropriate in parts, and/or information is inconsistent in parts with the requirements as set out by the GLLEP and Central Government
5-6	Satisfactory and mainly appropriate description provided and/or information is mainly consistent with the requirements as set out by the GLLEP and Central Government
6-8	Full description and appropriate answer which is fully relevant to , or meets with the requirements as set out by the GLLEP and Central Government
9-10	Full description and appropriate answer which exceeds the requirements as set out by the GLLEP and Central Government

**\*Moderate against the strongest bid**

150. The need for each intervention requested has to be strongly evidenced within the business case provided. The LEP ensures that it identifies programmes and projects based on need and/or opportunity supported by a rigorous analysis of quality data (often carried out by an external impartial consultancy). This enables the GLLEP to identify the projects the most likely to be deliverable within defined timescales and those which would hold up against further scrutiny when they are assessed nationally by central government. These projects are submitted for approval to GLLEP Investment Board.

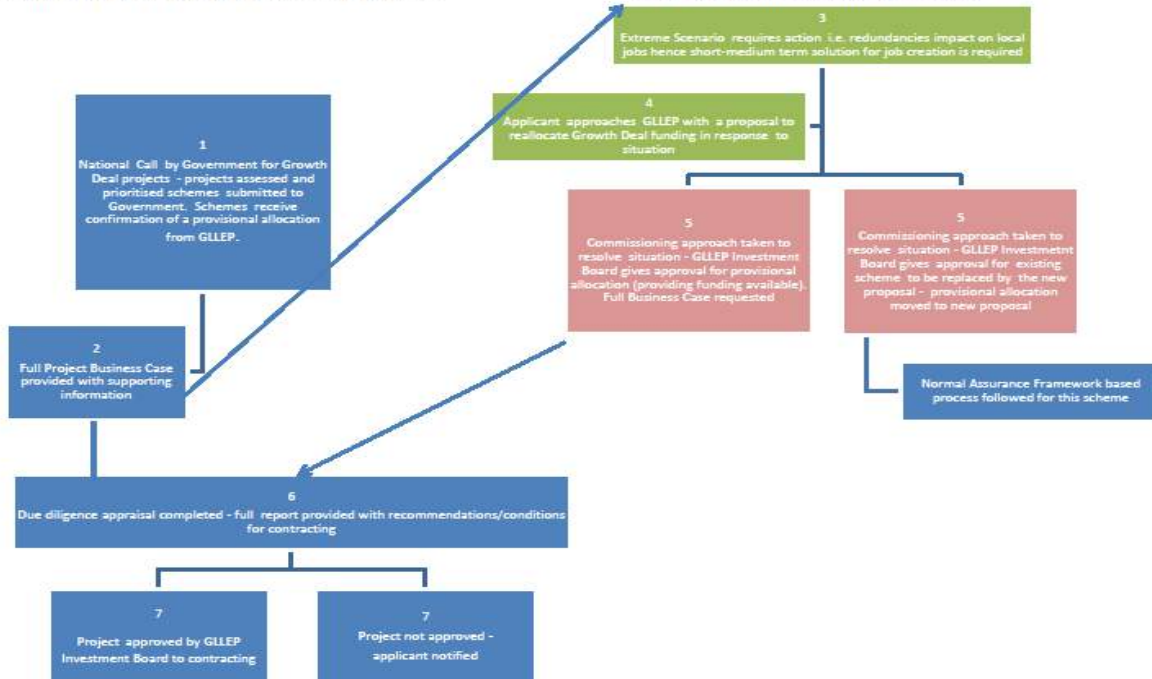
## Options appraisal and prioritisation

151. Growth Deals were developed out of the Single Local Growth Fund (SLGF) to promote greater influence over key levers affecting local growth and provide local freedoms and flexibilities. Growth Deals include; Local Authority Transport Majors; Local Sustainable Transport Fund (Capital); Integrated Transport Block; Further Education Capital; and European Social Fund Match.

152. Growth Deal funding goes towards providing support for local businesses, enhancing innovation opportunities, training young people, creating thousands of new jobs, building thousands of new homes and starting hundreds of infrastructure projects; including transport improvements and superfast broadband networks. It is however an expectation that once the UK Shared Prosperity Fund is announced by Government that the emphasis will be focused on increasing growth through greater productivity, hence outcome expectations are likely to change and evolve.
153. Commitment from the GLLEP, local authorities and the private sector is combined to deliver:
- better use of local authority assets to unlock resources to be reinvested in growth
  - commitments to pro-growth reforms, for example a co-ordinated approach to the development of local plans by local planning authorities across the relevant economic geography
  - collective decision making involving all local authorities within a Local Enterprise Partnership.
154. Therefore the process of identifying key strategic projects for the GLLEP is not just about Growth Deal. The GLLEP will also identify projects which fit markers for the remaining European Structural Investment Funds (ESIF) aligning with ESIF Strategy and Operational Programmes; and the UK Shared Prosperity Fund as an when it is formally announced. In addition, GLLEP will support the development and submission of bids for Large Transport Major Schemes and work closely with its local authorities to help support delivery of the Housing and Infrastructure Fund programme managed by Homes England.
155. Prioritised projects according to theme then progress through to TIER 3 Assessment alongside existing pipeline schemes that meet the relevant programme criteria and further scrutiny is set nationally through the Government's Green Book Appraisal process [\(LINK\)](#)
156. A more robust business case is developed through an iterative process with Government.
157. Bespoke projects can also be commissioned on occasion to respond to extreme or unforeseen local economic challenges by project or scheme sponsors within the GLLEP boundary and other external partners through a variety of partnerships that exist within the area. The diagram below provides an overview of commissioned activity against the standard approach.

**Assurance Framework Standard Approach**

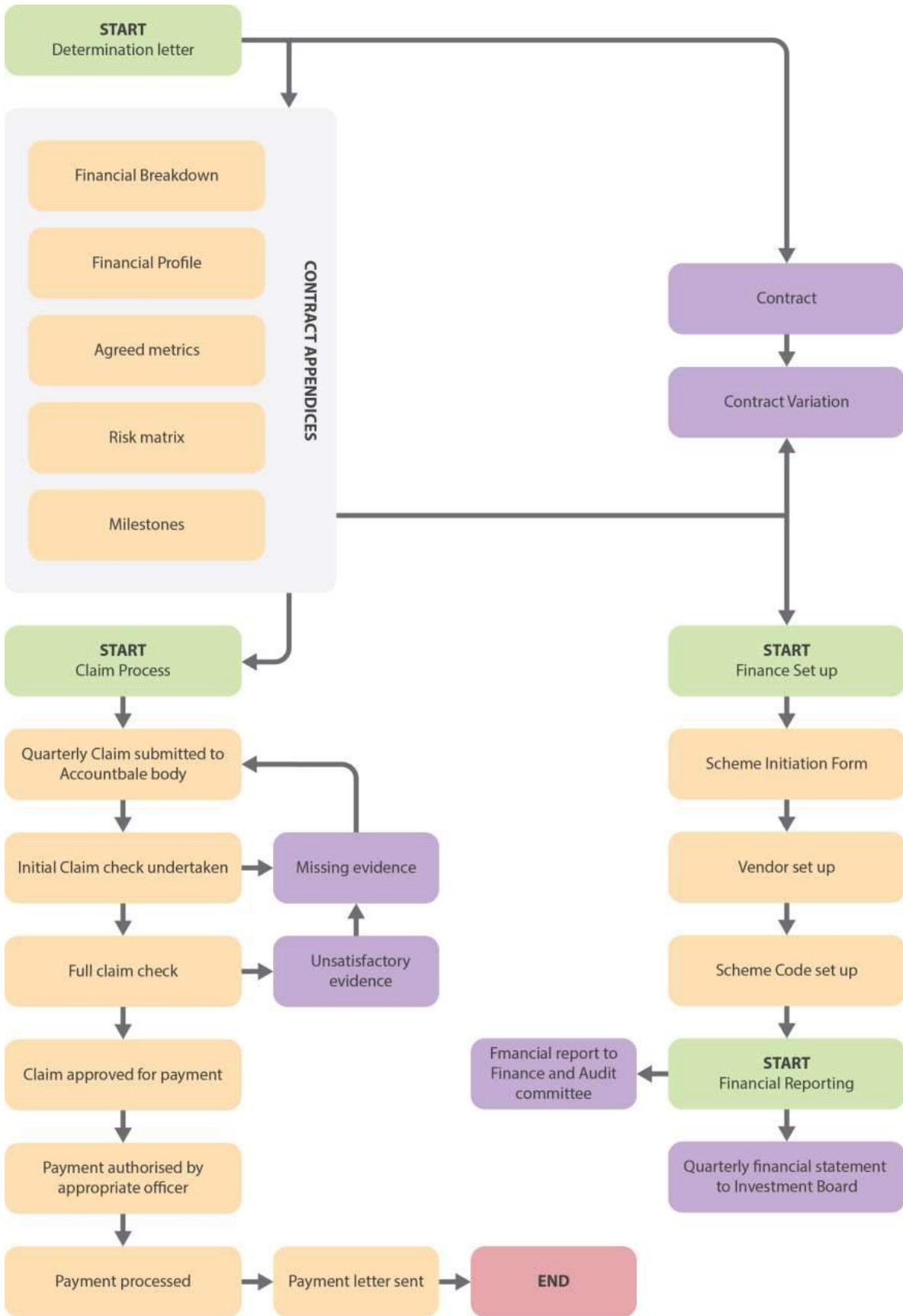
**Bespoke Commissioning Process**



**Contracting and Claims Process**

**Contract management Overview**

158. The diagram below provides an overview of the contracting and claims process.



## Contract Documents

159. A standard contract document for Growth Deal Schemes has been agreed by the Investment Board which includes the necessary legal requirements of the GLLEP/Accountable Body for the provision of Growth Deal funding. The Schedule sections of the contract include bespoke information relating to each project and take into account contractual obligations emerging from the appraisal process and expectations in terms of monitoring and evaluation of expenditure, outputs and outcomes. The schedule sections are broken down as follows:-

- Schedule 1 - Project description and any special grant conditions which may apply specifically to the project.
- Schedule 2 - Financial forecast tables and any other financial details/requirements which need to be highlighted.
- Schedule 3 - Lists all of the relevant outputs/outcomes relating to the project and any additional project outcomes highlighted by the project appraisal.
- Schedule 4 - Relates to project milestones and timescales. It prompts the provision of a project time plan by the applicants, providing provisional but realistic dates for key project targets, decisions and meetings.
- Schedule 5 - Refers to monitoring and evaluation of the projects in line with the GLLEP monitoring and evaluation framework. Monitoring will be carried out by the Accountable Body on a quarterly basis through the claims process, but also from a project management perspective by the GLLEP, through site visits/project meetings as required. Grant recipients need to provide details on how they will evaluate their project, consider any cost implications, and identify and agree with the GLLEP and its Accountable Body the information that will need to be gathered as the scheme progresses to enable the evaluation.
- Schedule 6 - Allows for supporting documents and historical information to be included within the contract.

160. The Invest & Grow Loan Fund and Greater Lincolnshire Feasibility Fund have bespoke contractual agreements but follow the same process for approval as the Growth Deal Programme.

## Retrospective funding

161. There will be occasions where projects incur essential eligible costs in advance of the contractual agreement being in place, for example, project design fees, planning fees, procurement costs, etc. These costs would be included within and considered as part of the due diligence appraisal, and if approved for funding support, would be specifically identified within Schedules 1 and 2 of the contractual agreement for the project.



## Advanced Payment of Grant to Contracted Schemes

162. Greater Lincolnshire LEP recognises that projects can experience cash flow difficulties in the early stages of delivery. Projects that have been through due diligence approval and which have contractual funding agreements in place are able to seek acceleration of funding to enable more expedient delivery and project management. Funding is for eligible capital works (only related to the project) as contractually agreed. The advanced payment of grant funding can only be sought if additional funding is available within the year of the request.
163. The funding will initially be treated as a loan and will be fully refundable, including interest if:
- The scheme is not fully delivered or changes significantly.
  - The project does not spend and verify the entire loan amount through the claims process within an agreed contractual timeframe.
164. In order to request the Advanced Payment of Grant the scheme promotor will be required to provide a proposal to the LEP and Accountable Body explaining why the payment is needed. Officers will then present an overview of any required advances to the LEP Investment Board.
165. The same approach would apply in relation to releasing annual grant allocations to projects; however in addition, more frequent monitoring meetings would have to be in place with both the Accountable Body and the LEP to ensure compliance and acceptable progress.
166. A variation to the existing contract is introduced to schemes receiving advance payments, clarifying terms in relation to a loan situation being triggered should agreed timeframes for balancing of the advanced payment not be achieved. The level of percentage interest will be determined on project by project basis.
167. Should the LEP decide that sufficient progress is not being made to repay the advanced payment within the timescales agreed, claw back of grant would be invoked.

## Approval of eligible fees prior to contract start date

168. Some projects will have been allocated Growth Deal support after the land acquisition costs or planning/design fees had been incurred, as is often the case with well-developed schemes. Where eligible, these costs will be considered by the GLLEP/Accountable Body at Due Diligence stage for inclusion in the overall scheme allocation. Funding recipients will be notified within the contract documentation of all elements being approved for funding support in relation to the project. These pre-contract costs can be submitted within the first quarterly claim for payment.

## Releasing funding in advance of first claim

169. Funding recipients will provide quarterly claims to the Accountable Body, completing progress report information and spend/output updates on each claim. However, where a project is unable to financially cover its costs in the first quarter without the SLGF funding contribution for that period, the recipient can make a formal request to the GLLEP for an upfront initial payment. Such requests will be considered on a case by case basis, and a decision will be made by the GLLEP Investment Board/Accountable Body and relayed to the funding recipient within three weeks of the request.

## Clawback

170. Where a project is changed from its original purpose within five years of practical completion (except when another timescale is stipulated within the funding agreement), the Accountable Body shall be entitled to claw back any increase in the value of the project over and above the Grant amount, up to a maximum of 50%. In addition, where a project creates assets, and such assets are disposed of within five years of practical completion (again unless otherwise stipulated within the funding agreement), the Accountable Body shall be entitled to claw back any increase in the value of the project over and above the Grant amount, up to a maximum of 50%.

## Project Inception and Monitoring

171. GLLEP and the Accountable Body hold an initial meeting with all new projects once they are contracted to explain claiming procedures and reporting. Detailed guidance notes are provided to the funding recipients at the meeting.

172. The LEP and its Accountable Body monitor performance of all projects every quarter and organise bespoke site visits/monitoring visits to each project once a year as a minimum. If a project is not performing as expected more frequent visits and progress meetings will be held with the funding recipients as explained in the risk monitoring section of this document. Notes of each progress meeting are recorded and filed for reference.

## Project Claims Procedure

173. The claim process is an integral part of the contract management and control environment employed by the Accountable Body in managing the project, and although claims are a mechanism for grant recipients to draw down their funding it also provides key information on progress and performance.

174. The information provided in the claim process enables the Accountable Body to obtain assurances and carry out desk based verification on the validity of the work currently undertaken and the ongoing project delivery.

175. Claims provide not only a snap shot of the reporting and claim instalment periods, but also a forward look at forecast activities, expenditure and deliverables. The grant offer letter and contractual agreement sets the acceptable parameters, an agreed budget, scope of activities and the deliverable targets, for which performance must be reported within the claim, with future forecast achievement for the remaining periods of the project also to be reported.
176. The Accountable Body ensures from the outset that robust and suitable systems and processes are in place locally in order to maintain adequate audit trails and manage information effectively and efficiently. Information provided only needs to be summarised and presented with the claim, but also must be made available for on the spot verifications and audits throughout delivery and post completion under the retention of documentation requirements.
177. The key areas to be covered and reported within the claim are broadly:
- Financial information
  - Monitoring metrics
  - Delivery Progress
  - Procurement
178. The member of the Accountable Body who checks the claim completes a Grant Claim Control Form and passes this, together with the claim to a relevant staff member authorised to approve claims, according to the scheme of delegation contained within LCC Financial Procedures.
179. Funding recipients will provide quarterly claims to the Accountable Body, completing progress report information and spend/output updates on each claim. However, where a project is unable to financially cover its costs in the first quarter without the SLGF funding contribution for that period, the recipient can make a formal request to the GLLEP for an upfront initial payment. Such requests will be considered on a case by case basis, and a decision will be made by the GLLEP Investment Board/Accountable Body and relayed to the funding recipient within three weeks of the request.

## Variation Orders

180. There will be circumstances where projects need to declare variations to cost headings or changes to forecast levels of outputs or expenditure. Where variations to costs/outputs do not exceed 10% of the original amount allocated to the project within the contractual agreement, a Justification Form will be completed by the relevant project manager, providing a full explanation for the revision/increase, and any additional information which may help clarify the changes being requested.
181. The GLLEP/Accountable Body will review the justification request and either approve or reject the proposals, highlighting reasons for the decision made. A

variation order can then be raised and processed by the Accountable Body. Recommended decisions on variations over 10% will be formally submitted by the GLLEP to BIS for information.

## Value for Money

182. Building on the arrangements put in place for Growth Deals and the Growing Places Fund (Invest & Grow in Greater Lincolnshire). The GLLEP has developed robust arrangements to ensure value for money and effective delivery.

183. Value for money (VFM) is a cross cutting theme considered by the GLLEP at key stages of the decision making process and is also critical at each level within the Accountable body process, primarily (but not limited to) these key junctures:-

- Business Case assessment
- Due Diligence
- Accountable body (decision notice)
- Evaluation

184. In addition to this, the Accountable Body has in place a value for money committee called Environment and Economy Scrutiny Committee which provides impartial assurance. This Committee is made up of 11 County Councillors meets approximately every 6 weeks, and assesses the LEP twice yearly, providing assessment and checks and balances as to the operation of the partnership. The role of this Committee is to review and scrutinise services and their outcomes including; capital programme; customer satisfaction; performance and governance; resource management; and value for money overview.

185. Their remit is to:-

- Review and scrutinise performance indicators and measure related to the service areas within the remit of the Committee.
- Review and scrutinise performance indicators and measures across all Accountable Body services that fall outside expectations.
- Review and scrutinise any decision that has been made by the Executive, Executive Councillor or Officer in relation to the above services.
- Provide advice to the Executive, Executive Councillor or Officer, intending to make a decision or develop policy in relation to the above services.
- Establish time limited task and finish groups, in relation to the above services.
- Consider and respond to any proposals from the Executive as part of the development of the policy framework.
- Make reports and recommendations to the Accountable body, Executive or Executive Councillor in relation to any of the Committee's functions listed above.

186. Scrutiny arrangements continue to be assessed as part of peer review and Audit.

187. The expectation is that all schemes must achieve good value for money at all stages of the approval process, and be independently verified on behalf of the GLLEP

as part of the assessment process. The GLLEP will be able to consider the approval of schemes having lower value for money, having regard to specific areas which may include:

- wider economic, social and environmental benefits,
- provides complementarity and added value to other supported schemes; the ability of the scheme to address multiple policy objectives
- circumstances where there is a higher level of match funding being provided by the scheme
- where the project presents a lower risk status
- where deliverability within a limited timescale is essential
- It is worth noting that some programmes are pitched as economic wins but will actually deliver social wins as well i.e. estate renewal, sports provision, cultural activity.

188. The LEP Director has overall responsibility for ensuring value for money for all projects and programmes and the Head of the Accountable Body will be responsible for scrutiny of and recommendations relating to each business case.

189. The Finance and Audit Committee seeks to maintain oversight and scrutiny of GLLEP's remuneration and financial transactions and the Accountable Body is represented at that Committee.

190. Overview and scrutiny of the operation of the LEP is provided by:

- Role of the Accountable Body
- Finance and Audit Committee

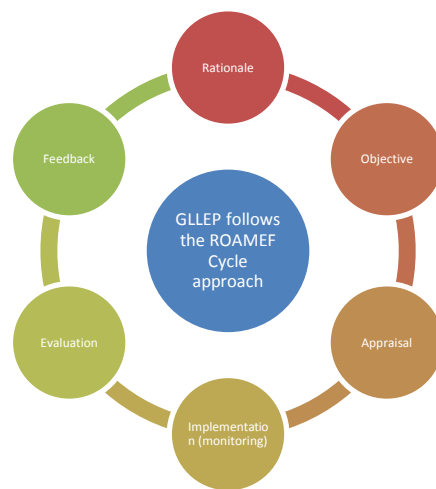
191. There is also an opportunity at the AGM each year for company members to scrutinise representatives of the GLLEP's Board and Executive Team on the basis of Annual report on achievements.

192. GLLEP recognises the importance of demonstrating value for money in its investments and has a due diligence process in place to inform all Investment Board funding decisions. This external process was reviewed and refreshed in November 2018 in line with Green Book appraisal guidance to include more detailed analysis on risk assessment, outputs and value for money, development appraisals and milestones. The due diligence template used by our external appraisers is enclosed for reference at Appendix xxx. In addition, a guidance note on assumptions and benchmarks in relation to value for money has been produced and can be viewed [at Appendix xxx](#).

193. DFT schemes above 5 million are covered by the DFT Webtag value for money assessment and major projects requiring DCLG appraisal now also have clear guidance in place.

## Monitoring and Evaluation

194. GLLEP has a full Monitoring and Evaluation Framework in place which can be found on the GLLEP website by clicking here link.
195. The Accountable Body reviews progress against outputs and outcomes quarterly once a scheme has completed its delivery stage. Progress reports continue to be provided until all outputs have been achieved and grant recipients are tasked with providing either a level one or level two evaluation report as contractually agreed.
196. The ROAMEF policy approach provides a bridge between public policy and private sector delivery. The Rationale, Objectives, Appraisal, Monitoring, Evaluation, Feedback cycle is promoted by the UK Government to ensure policy makers receive evidence of whether change programmes are achieving their aims and objectives. It is a proven, sequential, robust evaluation process.



197. GLLEP commissioned work externally to look at the wider change impacts Growth Deal is achieving for Greater Lincolnshire and the findings were presented to the LEP Board on 23 March 2017. [\(Link\)](#)

198. This work will be revisited once the Local Industrial Strategy is in place, providing an overview of progress on the level of impact our programmes collectively are achieving for Greater Lincolnshire.

### Project Risk Monitoring

199. All projects will be required to monitor risks associated with their delivery; however there may be instances where the GLLEP Investment Board/Accountable Body feels additional monitoring is required for a scheme due to the escalation of risk levels. In these instances, a project meeting would be called by the GLLEP/Accountable Body to discuss mitigation measures or to determine how the potential impact of these risks might best be managed.

200. It is also important that Greater Lincolnshire LEP considers what action it might want to take with schemes that have taken longer than expected or performed poorly to date on providing information for due diligence, progressing contracts, providing

claims, achieving spend or submitting progress reports.

201. Poor performance by applicants will be managed as follows:

- Clear deadlines provided for signing contracts - otherwise the funding is reallocated to another project (unless a very valid reason for the delay is provided).
- If performance in terms of spend and/or outputs in more than three claims is deemed to be very poor, the funding position is reviewed and the project could lose its funding and have to repay what has already been received to date.
- If due diligence information is chased and not provided within an agreed timeframe the project is not considered for approval until the following Investment Board.

202. The government dashboard and bespoke spreadsheets managed locally by the Accountable Body provide the LEP with regular detailed and RAG rated information on how projects/programmes are performing. Detailed forecasts and milestones are included for all projects at contracting stage and if delays are encountered a full explanation and mitigation plan must be provided to the LEP.

203. As already mentioned each scheme is given a quarterly dashboard RAG rating for deliverability, finances and reputation. GL LEP Officers will take the following actions where projects are consistently not delivering against forecasts/milestones:

204. Contracted projects showing red in any category - These schemes will be placed in quarterly special measures with the LEP and its Accountable Body and will be called in to the next available Investment board. They will be subject to monthly meetings with LEP/accountable body teams, and if improvement is not demonstrated the LEP will withhold funding or clawback/withdraw funding in line with the grant funding agreement.

205. Contracted projects showing Amber in any category - These projects will be subject to quarterly meetings with the LEP/accountable body. If no improvement is demonstrated the risk level will be raised to red.

206. Uncontracted projects deemed as a risk to programme delivery - Where an uncontracted scheme is deemed as a high risk to the programme and potential delays have not been explained to the LEP or mitigated against, a formal letter will be sent from the LEP Director to the Director/Manager of the project asking for them to review their scheme; provide a full update on project delivery milestones; reminding them of the necessity to spend the provisional funding allocation by the required date; and the implications for the wider programme when forecast targets are annually not met.

207. Where a high risk uncontracted schemes consistently misses revised milestones the applicant will be asked to review their scheme and come back to GLLEP by an agreed date with deliverable proposals for consideration by the Investment Board.

208. It is extremely important that the LEP continues to have a clear and up to date pipeline of schemes should future growth related funding become available, either via a new Government programme or due to the potential for existing schemes becoming undeliverable or having to be withdrawn.

209. If an existing uncontracted scheme is regarded as too high a risk to delivery of the LEP programme in question, the provisional allocation concerned will be removed from the project, and the scheme would automatically be returned to the GL LEP pipeline for continued development, unless it is deemed as no longer deliverable.

210. Should a project with an existing LEP funding allocation have its allocation withdrawn and be returned to the GL LEP pipeline, officers will request full business cases from the schemes deemed most deliverable and meeting necessary criteria under the current LEP pipeline, and will make further recommendations based on deliverability to the Investment Board on which scheme/schemes should replace the allocation amount in question.

### Effective Asset Management

211. GLLEP wishes to embed asset management at the centre of project outcomes, thus ensuring that project benefits are realised over the whole life of the asset, not just upon project completion. The Project Initiation Routemap Handbook provided by the Infrastructure and Projects Authority provides a helpful process (see below) to support scoping and defining of schemes, optimise value, and deliver required outcomes and GLLEP will endeavor to apply this approach to its projects and programmes.



### Other sources of LEP Funding



212. GLLEP has secured a number of funding programmes in addition to Growth Deal. These funds are supported by individual guidance; however the overarching principles of this Assurance Framework apply to each one. The other funding mechanisms can be summarised as follows:

## Growth Hub

213. The Business Lincolnshire Growth Hub provides a single access point for business support, bringing together both government offers and local offers, so businesses get what they need wherever they start their growth journey. The Growth Hub also brings together public and private sector support, for example the support offered by local authorities, universities, Chambers of Commerce, Federation of Small Business and enterprise agencies etc.
214. The Business Lincolnshire Growth Hub works with business support partners, local authorities and intermediaries to collaborate in the delivery of all business support services. This is to ensure that a 'single conversation' is facilitated with local businesses, raising awareness and uptake of both public and private sector support by improving co-ordination, marketing and signposting.
215. The Growth Hub Governance Board was established in March 2015. It has been created to align, simplify and rationalise business support in the Greater Lincolnshire LEP area and ensure that local and national business support offers are joined up for businesses. The Board acts as the Enterprise Board for GL LEP.
216. The role encompasses the business support needs of pre start, start up and growth potential businesses. The Board is also the business support arm of the Greater Lincolnshire Local Enterprise Partnership (LEP) and has a specific role to develop and inform LEP strategic plans with particular reference to business growth needs.
217. There is a two-way relationship between the Greater Lincolnshire LEP and the Business Lincolnshire Growth Hub Governance Board, and each gives advice and is asked for advice on matters where an enterprise growth/business support perspective is required.

## Business Support Provider Forum

218. This forum is a sub group of the Business Lincolnshire Growth Hub Programme Board that meets twice per annum and consists of all the front line business support delivery agents (public and private) delivering in Greater Lincolnshire. The Forum:
- provides a voice about the current business support products, business simplification and alignment
  - advises the Business Lincolnshire Growth Hub Governance Board on matters of business support provision, alignment and communication channels
  - identifies freedoms, flexibilities, and improvements that could be made to

- government funded business support provision so that the Board can promote changes that will improve local provision
- provides the opportunity to network and share intelligence with other business support providers and helps to develop a clear ladder of progression in terms of pre start, start up and existing business provision

## Greater Lincolnshire Growth Fund

219. The Greater Lincolnshire Growth Fund has been created to support the private sector businesses operating in one of the LEP's priority sectors and to add value to other existing funding streams.
220. This grant fund of £2.95million is aimed at both Small and Medium Enterprises (SMEs) and larger businesses within the Greater Lincolnshire area who can deliver against the wider ambitions of the Strategic Economic Plan and emerging Local Industrial Strategy. Managed under the umbrella of the LEP's Business Growth Hub it provides grants to businesses for transformational projects focussed on productivity and job creation. Grant investment ranges from £150,000 to an upper limit of £500,000.
221. This fund is managed and delivered through the Business Lincolnshire website and full details on the funding criteria and state aid guidance can be found [\(Here Link\)](#).

## Invest and Grow Loan Fund

222. Greater Lincolnshire's Fund is part of the national £500 million Growing Places Fund launched by Government in November 2011 to help Local Enterprise Partnerships deliver economic growth through unlocking stalled infrastructure and development projects.
223. The Invest and Grow Fund has 3 overriding objectives:
- To generate economic activity in the short term by addressing immediate infrastructure and site constraints and promote the delivery of jobs and housing;
  - To allow Local Enterprise Partnerships to prioritise the infrastructure they need, empowering them to deliver their economic strategies;
  - To establish sustainable revolving funds so that funding can be reinvested to unlock further development, and leverage private investment.
224. In terms of supporting local economic activity, our guidance notes for applicants highlight that supported developments should be:
- Not less than 25 houses;
  - Not less than 1 hectares or at least 10,000m<sup>2</sup> net of commercial space;
  - A combination of the above in a mixed use development;
  - Of recognisable and demonstrable economic/strategic significance such as

refurbishment of existing buildings or new build commercial space.

225. Once contracted the loan repayments are managed by the Accountable Body on behalf of the LEP. Use of interest achieved from the fund is determined by the GLLEP Investment Board.

### Greater Lincolnshire Feasibility Challenge Fund

226. This grant fund is to help accelerate growth and investment on capital schemes in Greater Lincolnshire (latest call for projects closed in November 2016).

- The fund is open to public and private sector applicants;
- The funding will not be available to undertake feasibility whereby projects are at a very early stage of development/concept stage and must be advanced to a stage where there is certainty and prospects for delivery. This is required to mitigate the risks that the LEP pay for feasibility reports and then ultimately the project does not proceed;
- Applicants seeking funding must be able to demonstrate previous investment made in the project in terms of overall development and progress made to date;
- Applicants must be able to demonstrate that LEP funding sought is the last resort and all other means to secure funding to meet the costs of the required feasibility have been exhausted;
- All applicants seeking funding must demonstrate that there is at least 50% of total feasibility costs either secured or expended to date as match funding;
- In order to ensure value for money and to justify the amounts requested, the GLLEP would expect applicants to secure 3 quotes for the feasibility work for which the resources are requested, including at least one quote from a company / contractor / consultancy based within the GLLEP area where possible;
- The maximum amount of funding to be made available to applicants on individual projects is £50,000.

Appendices (**Under review**):-

- A. Local Assurance Framework Checklist
- B. List of policies
- C. Growth Deal Branding Guidelines
- D. GD Assumptions and benchmark in relation to VFM
- E. GD Due diligence risk assessment Feb 19
- F. GD Due diligence Assessment template
- G. GD Value for money and assessment process
- H. GD Business case Jan 19
- I. List of policies

# Paper 8 - Local Industrial Strategy

## Recommendation:

That the LEP Board agree to allocating £95,000 towards the production of the of the Local Industrial Strategy and the SEP evidence base, and strategy in line with the agreed timetable.

## 1 Summary

- 1.1. Since our last meeting Greater Lincolnshire LEP has published the "Lincolnshire's Evolving Opportunities" framework document, together with a Call for Evidence which was open for responses until 1 March 2019.
- 1.2 This paper sets out the engagement we have undertaken and the key messages we have received in response to our Call for Evidence. It also sets out the timetable we will follow as we work towards publication of our LIS, including the discussions we will seek with government departments.
- 1.3 This paper also seeks approval for some work to support the LIS which we anticipate putting out to tender.

## 2 Background

- 2.1. "Lincolnshire's Evolving Opportunities" was published shortly after the last Board meeting, to open our Call for Evidence which ran until 1 March 2019.
- 2.2 **Engagement:** During the Call for Evidence we invited all sub-boards to consider and respond to the framework, and held two engagement meetings: firstly with Local Authority partners; and secondly with wider stakeholders. These presented an opportunity to test both our underpinning evidence base, and our emerging themes with a wider audience.
- 2.3 The Call for Evidence itself invited respondents to consider the following twelve questions:
  - What is the most important thing on which our Local Industrial Strategy should focus?
  - Have we identified the right strengths and competitive advantages? If not what would you change?
  - What interventions would you prioritise to address the skills issue?
  - Are there additional issues on skills that you would want the local industrial strategy to address?
  - What is the role of our Local Industrial Strategy in delivering the enhanced housing offer that we need, alongside the housing market and the planning system?
  - How can we encourage take-up of modern methods of construction and attract the associated skilled manufacturing jobs required across our area?
  - Would you add anything to the gaps identified in each opportunity/ priority within Lincolnshire's Evolving Opportunities: Framework?
  - What suggestions do you have for any interventions to support these priorities?

# Paper 8 - Local Industrial Strategy

- How could your organisation get involved with development or delivery of the Local Industrial Strategy?
- What else does your business and/or community need to grow and succeed?
- Are there existing activities, aligned to this framework, of which we should be aware?
- What issues should we prioritise in our discussions with government in relation to each opportunity/priority within the Lincolnshire's Evolving Opportunities: Framework?

2.4 In addition to the feedback which we gathered at our engagement events, we received 21 written responses.

## 3 Key messages

3.1 The responses and engagement activity provide a rich source of examples and case studies which we can draw upon in producing our draft LIS. A complete log of all of the responses and suggested actions has been developed and is available for Board members to review. Please let us know if that is of interest. The rest of this section presents an overview of the main themes emerging from this exercise.

- **Skills:** all of the responses to questions 4 and 5 (skills) will need to be informed by the SAP analysis which has not yet been completed. It is recommended that the Board invite GLLSP's Employment and Skills Board (ESB) to advise in due course.
- **Housing:** some of the issues identified (e.g. active travel planning, the alignment of housing and travel plans, and improving the quality of green infrastructure around housing) would be more appropriately taken forward through the planning process. We can, however, encourage such action through the LIS. We can also consider how we might promote it in any future funding programmes.

It was also suggested that housing ought to be considered within a broader cross-cutting theme as an enabler. This could include wider infrastructure such as digital connectivity.

- East Lindsey District Council has articulated the current constraints to development on the coast and requested that the LIS set out an approach to government that would enable local partners to pilot new housing design, delivery and policy solutions in East Lindsey's coastal towns. This is a good example of the specifics of our place and it would be worth using the housing section to welcome freedoms and flexibilities (with regard to national planning policy) to pilot new housing design, delivery and policy solutions in East Lindsey's coastal towns. We can also ensure that our draft LIS considers the role of flood risk design and construction techniques (including exemplars from elsewhere) within "Design to fit the population and geographical needs of Greater Lincolnshire.
- **Visitor Economy:** We have noted the need to improve alignment between VE and culture; and the need for innovation-friendly culture. "Creating a Leisure and

## Paper 8 - Local Industrial Strategy

Culture sector fit for the new generation" could be a useful addition - if not in the LIS then in the forthcoming SEP refresh.

- **Agri-food:** The Agri-food Board provided a detailed response referencing the board's previous publications, calling for a focus on production efficiency, meeting consumer needs, the supply chain and interventions which have a transformative effect. Other responses suggested manufacturing is considered in line with agri-food.
- **Physical activity:** lots of data and evidence was cited in responses promoting the value of physical activity. The idea of developing a workforce and a society which is healthier and more effective, lives longer independently, and results in a more efficient use of public resources is clearly an attractive one. The Lincolnshire Physical Activity Taskforce is working on a "Blueprint for a More Active Lincolnshire" but it is not available yet. A similar contribution came from Active Lincolnshire (the County Sports Partnership) who would welcome dialogue to understand the local impact of physical activity; utilise physical activity and sport to improve the economy; and build an evidence base to drive investment into the area. We can look for ways to embed such thinking in the "living well for longer" theme and will follow up both offers to discuss how these agendas could be better aligned. The review of the Strategic Economic Plan may be the best way to take this wide-ranging topic forward overall, however.
- **Natural environment:** Lincolnshire Wildlife Trust suggests that Greater Lincolnshire could act as lead for the country in finding innovative solutions to sustainable economic growth in the conservation and natural heritage sector. We have some of the largest designated nature conservation sites in the UK, and unique environmental selling points such as landscape scale water farming and the potential for paludiculture (the sustainable management of peatlands through wet agriculture). It will be worth exploring the potential of these opportunities in the water and visitor economy sections of the LIS, subject to this advice of the Water Management and Visitor Economy boards.
- We received some strong messages in general about the potential for the natural environment to be positioned as a strength and an opportunity. The responses told us that we need to better reflect the natural environment potential of Greater Lincolnshire and the opportunities it can provide in our existing themes. This should include reference not just to the Lincolnshire Coast but also to the Wolds and wider countryside. It could capture the contribution of natural capital to clean growth, increased resilience, living well for longer and the visitor economy, and could be a potential sixth "natural capital" theme.
- This is interesting because, whilst it hasn't really emerged as a priority from our research, we know that sense of place and local distinctiveness will be something which our LIS must capture if it is to stand out from the crowd. We clearly need to provide a better narrative about our natural assets, their contribution to our sense of place, and the resulting business opportunities. A natural capital approach would help to draw out the "place" in our LIS, and our local distinctiveness.

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- Board members are recommended to invite Lincolnshire Wildlife Trust, the Greater Lincolnshire Nature Partnership and Natural England to help us explore how best to do this. Options might include inviting them to collectively nominate a Specialist Advisor to the LIS and/or form a Local Expert panel to assist with the next stages of LIS drafting.
- **Role of the RAF:** A number of responses (notably University of Lincoln and North Kesteven) suggested we consider the role of our military/RAF assets as they will have a significant role in the future development of the local economy across the area.
- **Digitalisation:** A number of responses suggested the role of digitalisation needs to come out more strongly. East Lindsey and North Lincolnshire in particular expected a greater focus on digital, whilst the University of Lincoln recommended it is rolled into a wider infrastructure cross-cutting theme, which incorporates housing and other infrastructure.
- **People:** There was a strong emphasis on the people element across the LIS framework, which was felt to be lacking. In particular, Lincolnshire County Council suggested that skills and employment need to be at the heart of the LIS and it needs to scream "people". Further comments were made around how People, Infrastructure and Communities could be building blocks which could be explored, with some suggestion that social innovation ought to be explored as well as economic innovation.

## 4 Next steps

- 4.1 **Timetable:** the attached Annex shows the anticipated timetable for production of the LIS. Board members are invited to note this timetable.
- 4.2 **Agreement and support from the board on progressing exploratory discussions with government departments:** We have been advised by BEIS Officials that it would be helpful to develop three of the priorities as a basis for initial discussions with relevant officials from across Whitehall. We propose that we should focus on Agri-food, Energy & Water and Visitor Economy (aligning to the recently announced Tourism Sector Deal) in the first instance as there are some clear current hooks on which we should be able to base a constructive discussion. Whilst this is happening we will make sure the others areas continue to progress so that we are in a strong position to also hold those discussions in the coming months.
- 4.3 **Approval for tendering:** It is proposed this is one single commission, comprised of a number of lots. Having this as a single commission is beneficial for the timescale, management and continuity of the development of the LIS, however by building lots into the commission we have flexibility should there be outstanding candidates for any given lot.

The lots proposed are as follows:

Lot 1: Development and visualisation of our evidence base.



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- Building on our existing evidence base and drawing in new information, this will provide an independent analysis of all available evidence, building in expert panels and literature reviews to develop an analysis pack, which we can present to Government as our definitive evidence base. £20- to £25,000

### Lot 2: Drafting the Local Industrial Strategy

- Producing our draft Local Industrial Strategy, using all the guidance, frameworks and evidence produced so far and from lot 1. This lot includes support on engagement, delivery of workshops as well as the running of an independent panel to provide challenge to our evidence. £30-40,000

### Lot 3: Call down strategy support

- A call off contract to provide ad-hoc strategy support through the development of the LIS. For example to help coordinate with Government, steer the development process. £20,000

### Lot 4: SEP Refresh

- To review LIS evidence for SEP purposing and conduct the refresh of the SEP. £10,000

Board Directors are asked to approve the budget allocation from the Capacity Fund to support the next steps in developing the LIS and the SEP. The detail of the budget between headings to be delegated to the LEP Chief Executive.

## 5 Conclusion

5.1 Members are invited to note the above progress towards producing a Local Industrial Strategy for Greater Lincolnshire.

# Paper 8 - Local Industrial Strategy

## Annex B: Current timeline

Theme	Item	Start Date	End Date
Prioritisation	Collate responses to call for evidence	15-Jan-19	20-Mar-19
Prioritisation	Draft a brief for commissioning the writing of the LIS	01-Jan-19	31-Mar-19
SAP	Produce a plan that addresses the 5 stages of the Analytical Toolkit: 1) Analysis and definition of the local landscape, 2) Analysis of skills demand, 3) Analysis of skills supply, 4) Mapping of demand and supply, 5) Conclusions	01-Oct-18	31-Mar-19
SAP	Issue a procurement for the further evidence, analysis & insight	01-Mar-19	31-Mar-19
Evidence	Evidence discussion with CLGU analyst to check for gaps in plans to gather evidence	18-Mar-19	5-Apr-19
Evidence	Commission an Independent Economic Review (IER) in parallel with the LIS analysis & drafting.	01-Jan-19	19-Apr-19
Prioritisation	Procure external support to help with evidence & analysis	01-Apr-19	30-Apr-19
	<b>LOCAL GOVERNMENT PURDAH</b>	<b>27-Mar-19</b>	<b>02-May-19</b>
SAP	Share headlines and summary findings with ESB and LEP Board for comment.	16-May-19	30-May-19
Prioritisation	Procure external resource to write the LIS	01-Apr-19	31-May-19
SAP	Identify which topics within each stage of the analytical framework have the greatest relevance in Lincolnshire, including which topics require intervention.	01-Jan-19	31-May-19
SAP	Produce a proposal and action plan for our strategies, with evidence of the underpinning rationale.	01-Apr-19	31-May-19

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Theme	Item	Start Date	End Date
SAP	Take SAP analysis & insight to Employment & Skills Board for sign-off	26-Jun-19	26-Jun-19
Evidence	Publish draft evidence base themed by White Paper pillars	01-Jun-19	30-Jun-19
Prioritisation	Developing priorities discussed with senior government officials	01-Jun-19	30-Jun-19
Prioritisation	Ensure that the SAP analysis & insight feeds into the 'people' section of the LIS	01-May-19	30-Jun-19
Prioritisation	Take pre-publication draft of the consultation document to LEP Board for approval	19-Jul-19	19-Jul-19
SAP	Take final SAP analysis & insight to LEP Board for information	05-Jul-19	19-Jul-19
Prioritisation	Bilats with Other Government Departments (OGDs)	01-Jul-19	31-Jul-19
Evidence	Contractors to carry out further evidence & analysis work	01-Apr-19	31-Jul-19
Evidence	LISA Panel Evidence Challenge session	01-Aug-19	31-Aug-19
Prioritisation	Contractors write (consultation draft) LIS	01-May-19	31-Aug-19
Prioritisation	Take consultation document to LEP Board - for comment	27-Sep-19	27-Sep-19
Prioritisation	Formal consultation on draft LIS.	01-Sep-19	31-Dec-19
SAP	Ensure that SAP analysis & insight feeds into the LIS	01-Aug-19	31-Dec-19
Prioritisation	Contractors write final version of the LIS	01-Dec-19	28-Feb-20
Prioritisation	Sign-off of final LIS by LEP Board	01-Mar-20	31-Mar-20
Governance	Government agreement of final LIS – March 2020	01-Jan-20	31-Mar-20
Publication	Publish final approved version of LIS, including accompanying communications	01-Apr-20	30-Apr-20

# Paper 8.1

## Update on Sector Deals

### 1 Background

- 1.1 Sector Deals were first muted in the Government's Industrial Strategy Green Paper at the beginning of 2017. The Green Paper set out an 'open door' challenge for industry to come to the Government with proposals to transform and upgrade their sector. The paper stated, "this is not about the Government providing additional funding; rather, it [is] an open call to business to organise behind strong leadership, like the automotive and aerospace sectors, to address shared challenges and opportunities."

Since announcement of this open call, there has been significant interest from a broad range of sectors and sector bodies to develop a deal. A number of Sector Deals have now been published providing insight as to how government expects them to deliver in practice. The deals incorporate significant funding from both government and industry but in line with the Green Paper statement, this draws down from previously announced funding commitments, particularly the Industrial Strategy Challenge (ICSF).

### 2 What are Sector Deals?

- 2.1. A Sector Deal is intended to be a something for something agreement with government. The crucial thing is additionality to the wider industrial strategy and addressing specific challenges holding the sector back from achieving its ambition. In exchange for government action specific to a sector the Government is looking to sectors to agree to deliver outcomes in support of the industrial strategy objectives. Sector Deals are modelled on place based Local Growth Deals which have been administered through the LEPs and which have had adopted a similar something for something approach.

In developing the Sector Deals, the Government is looking for businesses to collaborate with other stakeholders, such as universities and local leaders to produce a clear proposal for boosting the productivity of their sector, setting out detailed plans to address challenges such as:

- Delivering upgrades in productivity, including in supply chains
- Promoting competition and innovation
- Facilitating long term investment and coordination between suppliers and primes
- Developing and growing the strengths of particular clusters
- Increasing exports
- Commercialising research across sectors
- Boosting skills and the number of high value, high productivity jobs

### 3 Existing Deals

- 3.1 The White Paper, published at the end of 2017, announced a number of deals that were in the process of being agreed and since then further deals have been published. These published deals include a significant amount of detail based around the five pillars of the Industrial Strategy: People (Skills), Ideas (Innovation), Infrastructure, Business Environment and Place. The summary below is intended to give a flavour of the type of commitments that are being made by government and industry.

Deal	Headlines
Life Sciences	The Sector Deal will help ensure new pioneering treatments and medical technologies are produced in the UK, improving patient lives and driving economic growth.

# Paper 8.1

## Update on Sector Deals

<p><u>Sector Deal 1</u></p> <p><u>Sector Deal 2</u></p>	<p>Government commitments include:</p> <ul style="list-style-type: none"> <li>• Strengthening the environment for clinical trials</li> <li>• ICSF funding:             <ul style="list-style-type: none"> <li>○ Data to early diagnostics and precision medicine programme - £210m</li> <li>○ Support for measures to grow medicines manufacturing - £146m</li> <li>○ Accelerating detection of disease challenge - £79m</li> </ul> </li> <li>• Implement a regional approach to the life sciences sector deal by working closely with key clusters and the devolved administrations.</li> </ul> <p>Sector commitments include:</p> <ul style="list-style-type: none"> <li>• Match-funding for ICSF investment of up to £253m creating an environment to support further investments in the manufacturing of complex medicines in the UK, including vaccines and advanced therapies</li> <li>• A broad range of commitments from individual companies and organisations are detailed in the two deal documents.</li> </ul>
<p><u>Construction</u></p>	<p>The deal aims to boost the sector’s productivity, through greater investment in innovation and skills, creating new and well-paid jobs and maximising its export potential. This will also reduce the environmental impact, improve the efficiency and reduce whole life cost of new projects and buildings to help build the houses, schools, hospitals and major transport projects we need.</p> <p>Government commitments include:</p> <ul style="list-style-type: none"> <li>• ISCF £170m investment in the Transforming Construction providing funding for: digital technologies, manufacturing technologies and production systems, energy generation and storage technologies for buildings, and R&amp;D and demonstration programmes.</li> <li>• Invest £34m to scale up innovative training models across the country - to support the delivery of 1.5m new homes by 2022.</li> </ul> <p>Sector commitments include:</p> <ul style="list-style-type: none"> <li>• Invest £250m directly aligned with the Industrial Strategy Challenge Fund Transforming Construction: Manufacturing Better Buildings programme</li> <li>• Reform the Construction Industry Training Board (CITB) so that it is more strategic and focussed on future skills needs.</li> </ul>
<p><u>Artificial Intelligence</u></p>	<p>This Sector Deal sets out actions to promote the adoption and use of AI in the UK, and delivers on the recommendations of the independent AI review, Growing the AI industry in the UK, led by Professor Dame Wendy Hall and Jérôme Pesenti.</p>

# Paper 8.1

## Update on Sector Deals

	<p>Government commitments include:</p> <ul style="list-style-type: none"> <li>• Invest up to £20m in the application of AI in the services sector through the Next Generation Services Industrial Strategy Challenge.</li> <li>• £93m from the ISCF into the robotics and AI in extreme environments programme.</li> <li>• Work with academia, the broader research community, industry and end users to integrate AI into future ISCF challenges.</li> <li>• Build towards an additional 200 doctoral studentships in AI and related disciplines a year by 2020-21, raising numbers year-on-year into the next decade. The AI-relevant studentships will be distributed via the current EPSRC call for Centres in Doctoral Training</li> </ul> <p>Sector commitments include:</p> <ul style="list-style-type: none"> <li>• Match funding for AI solutions across key sectors: services, life sciences, agriculture and the public sector.</li> <li>• Up to £12m of anticipated industry funding to support the Next Generation Services Industrial Strategy Challenge.</li> <li>• Work with government and universities to assess the potential role for new Masters conversion courses in AI related expertise.</li> </ul>
<p><u>Automotive</u></p>	<p>This Sector Deal builds on the government’s long-standing partnership with the UK automotive sector. It ensures that the UK continues to reap the benefits from the transition to ultra-low and zero-emission vehicles by continuing to build the agile, innovative and cost competitive supply chain needed to secure international investment.</p> <p>Government commitments include:</p> <ul style="list-style-type: none"> <li>• £225m from 2023 to 2026 to support R&amp;D in the sector (previously announced in 2015 spending review).</li> <li>• £40m R&amp;D funding from the National Productivity Investment Fund (matched by industry), to support new charging technologies for on-street and wireless charging projects.</li> <li>• £20m to support vehicle-to-grid projects in order to create a smarter energy system, while increasing the numbers of electric cars on UK roads</li> <li>• £246m for the Faraday Battery Challenge to make the UK a world leader in the design, development and manufacture of batteries for the electrification of vehicles.</li> </ul> <p>Sector commitments include:</p> <ul style="list-style-type: none"> <li>• Automotive R&amp;D ` £225m match funding for collaborative R&amp;D from 2023 to 2026.</li> <li>• Match fund at least £16m (contribution in kind) from supply chain companies participating in the competitiveness and productivity improvement programme.</li> </ul>

# Paper 8.1

## Update on Sector Deals

	<ul style="list-style-type: none"> <li>£59m match funding for the Faraday Battery Challenge Innovate UK programme.</li> </ul>
<p><u>Creative Industries</u></p>	<p>This deal will invest more than £150m across the lifecycle of creative businesses including: the places of the future by funding leading creative clusters to compete globally; the technologies and content of the future via research into augmented reality and virtual reality; and the creative skills of the future via a careers programme to open up creative jobs to people of every background.</p> <p>Government commitments include:</p> <ul style="list-style-type: none"> <li>£20m over the next two years to roll out a Cultural Development Fund.</li> <li>Invest £39m from the ISCF to the AHRC to bring together top universities and businesses in a series of research and development partnerships.</li> <li>Establish a new Creative Industries Trade and Investment Board, with at least £4m from existing Department for International Trade budgets to support exports in 2018/19, subject to final business planning.</li> </ul> <p>Sector commitments include:</p> <ul style="list-style-type: none"> <li>Supporting Creative Kickstart Programme to provide firms in clusters with mentoring and advice on finance, exports and IP including a creative industries roadshow to introduce businesses and investors.</li> <li>Contribute upwards of £25m to the AHRC Creative Industries Clusters Programme.</li> <li>Work with government to develop a major sustainable industry-led creative industries careers programme, including delivering a major advertising campaign led by the Creative Industries Federation.</li> </ul>
<p><u>Federation</u></p>	<p>This deal aims to ensure that the UK’s nuclear sector remains cost competitive with other forms of low-carbon technologies to support the Government’s Clean Growth Strategy and Grand Challenge. Through adopting new construction techniques and innovative approaches to manufacturing, the deal aims to reduce the costs of building new reactors in a way that builds domestic supply chain capability and skills.</p> <p>Government commitments include:</p> <ul style="list-style-type: none"> <li>Up to £56m for R&amp;D for advanced modular reactors</li> <li>Work with the sector to explore options to increase the number of nuclear-related PhDs by looking at routes to provide additional investment via Centres for Doctoral training or similar approaches delivered by UKRI</li> <li>In line with the Public Accounts Committee’s recommendations with respect to Hinkley Point C, the government will keep under consideration a range of financing options when deciding how to proceed with</li> </ul>

# Paper 8.1

## Update on Sector Deals

	<p>future new nuclear projects. F</p> <p>Sector commitments include:</p> <ul style="list-style-type: none"><li>• Bring forward technically and commercially viable propositions that would lead to deployment of new reactors that would be investable and cost competitive in the energy system</li><li>• Leverage further funding (e.g. from local and International sources) to support the creation or extension of current research infrastructure to demonstrate new construction, qualification, control &amp; instrumentation and modular build techniques ` The industry will continue to develop ideas for research &amp; commercialisation of innovation proposals, including through bids to the ISCF.</li></ul>
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# Paper 8.1

## Update on Sector Deals

<u>Aerospace</u>	<p>This deal aims to position the UK to take advantage of the global move towards hybrid-electric and electric propulsion and to exploit valuable emerging markets such as drones and Urban Air Mobility.</p> <p>Government commitments include:</p> <ul style="list-style-type: none"><li>• Up to £125m Industrial Strategy Challenge Fund funding for the Future Flight programme which will implement activities to deliver a more electric autonomous and environmentally friendly aviation and aerospace sector.</li><li>• £13.7m funding from the wider Aerospace R&amp;T programme for further rounds of the National Aerospace Technology Exploitation Programme to bring SMEs and customer companies together to help SMEs develop technologies and bring them to market.</li></ul> <p>Sector commitments include:</p> <ul style="list-style-type: none"><li>• Match funding of government’s £1.95bn R&amp;D programme to 2026. Projects that show a clear path to further private research or commercial exploitation will be prioritised.</li><li>• Prime, Tier 1s and other larger companies will provide support to assist SMEs in the co-funded development of technologies towards commercialisation.</li><li>• UK Aerospace Research Consortium will work in partnership with industry, the Aerospace Technology Institute, research councils and the government to seek to create a UK-wide infrastructure of accessible, integrated and world-class university strategic facilities that align with industry’s priorities.</li><li>• Working with the Institute for Apprenticeships and devolved administrations to deliver apprenticeship level 3, 4 and 5 standards and develop clear progression routes.</li></ul>
<u>Rail</u>	<p>This deal sets out a new approach to the rail industry and the government working in partnership to transform the rail sector by taking actions to increase the use of digital technology, boost productivity, improve the service received by those who use our railways and build the skills of the UK workforce.</p> <p>Government commitments include:</p> <ul style="list-style-type: none"><li>• Produce a detailed 5-year plan and longer-term roadmap of Digital Railway interventions with a more certain, sustainable investment profile.</li><li>• Supporting suppliers of all sizes to innovate will enable the sector to improve rail technology and innovation in the UK.</li><li>• £92m for research aimed at establishing the UK as a world-leading centre of railway excellence invested through the UK Rail Research and Innovation Network (UKRRIN)<sup>1</sup></li></ul>

<sup>1</sup> UKRRIN is a partnership between the rail supply industry and a consortium of eight universities: Digital Systems (led by University of Birmingham), Rolling Stock (led by University of Huddersfield, in partnership with Newcastle University and Loughborough University)

# Paper 8.1

## Update on Sector Deals

	<p>Sector commitments include:</p> <ul style="list-style-type: none"><li>• Establishment of a platform for securely sharing rail industry data.</li><li>• By the end of 2025, industry will achieve a whole industry whole system unit cost that is significantly lower than current UK conventional infrastructure only costs (equivalent to European Benchmark Costs).</li></ul>
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### 4 Future Deals

4.1 The government has said that an announcement about discussions on further deals is due soon. It is difficult to anticipate what sectors these deals might focus on given how widespread interest has been. We know that early discussions have taken place across a range of sectors - the reality of a ground-up approach.

That said, there are a number of ongoing discussions that we are aware of for which a deal has yet to be published.

**Tourism:** In November, The Secretary of State for Digital, Culture, Media and Sport Jeremy Wright confirmed the government would begin negotiations with the Tourism sector on a sector deal. As part of this process, he has called upon the industry to respond with a renewed commitment to promote its offer throughout the year, not just in the peak summer months, and increase clear career paths. The sector has been asked to look at the key themes of:

- Making tourism and hospitality a career for life
- Making the UK the most accessible tourism industry in the world
- Sharing industry data to identify growth opportunities in new and emerging markets

**Food and drink:** The Industrial Strategy White Paper announced the establishment of a Food and Drink Sector Council, which would lead the work to secure the UK's position as a global leader in sustainable, affordable, safe and high-quality food and drink. The Council has met several times over the past year and has been tasked with developing a sector deal for food and drink manufacturing. The deal is to focus on innovation and export. Ursula Lidbetter, Chair of the Greater Lincolnshire LEP, sits on the Council as representative for all LEPs. The Council last met in October where they were informed that the Sector Deal had moved into formal negotiations.

**Industrial Digitalisation:** Industrial Digitalisation was one of the first set of deals described in the Green Paper. The work has been led by Juergen Maier, CEO of UK Siemens, with publication of the Made Smarter review at the end of 2017. The recommendations of the review have yet to be agreed as a formal sector deal although the Government are increasingly referring to it as the

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and Infrastructure (led by University of Southampton, in partnership with the University of Nottingham, the University of Sheffield, Loughborough University and Heriot-Watt University).

## Paper 8.1

### Update on Sector Deals

Digital Manufacturing Strategy and have announced funding in support of some of the recommendations. In Spring 2018, £20m investment was announced to support a digital demonstrator pilot in the North West to help SME manufacturers adopt industrial digital technologies such as robotics and data analytics. A further £121m was announced in the Budget to support the transformation of cross-sector manufacturing with digital technologies, such as the Internet of Things and immersive technologies. Colleagues will recall that the Made Smarter review had a particular focus on the following sectors: construction, food and drink, pharma and aerospace.

# Paper 9

## Briefing on use of graduate salary data to rate performance of universities

### 1 The Issue

- 1.1 The increasing use of graduate salary data to assess performance of universities goes against the aim of the Government's Industrial Strategy to "tackle entrenched regional disparities in education and skill levels" and that of the Post-18 funding review of tertiary education for "a joined-up system that works for everyone." This is because the data is not currently benchmarked for region of employment and so significant differences in average graduate salaries across the UK are not taken into account. The unintended consequence is that universities outside of London and the South East are incentivised to encourage their graduates to seek employment elsewhere.

### 2 Proposal

- 2.1. We would like to propose that a group of LEPs write to the Secretary of State for Education, Damien Hinds, to raise this as an issue of concern and to ask that benchmarking graduate salary data for region of employment is considered a priority

### 3 Graduate Salary Data

- 3.1 The longitudinal education outcomes (LEO) data brings together information from the Department for Education with employment, benefits and earnings information from the Department for Work and Pensions and Her Majesty's Revenue and Customs. The data has been available since 2015 and the Institute for Fiscal Studies (IFS) has published a number of reports based on its analysis of the data. The most recent report published on Tuesday (27<sup>th</sup> Nov), did not consider the issue of regional wage disparities.

HMRC do not currently release information about where graduates are employed meaning that it is not possible to benchmark the information in relation to significant differences in salary levels across the country. We understand that the Department for Education were given location data for a small subset of graduates in September but at present there is no intention to roll this out further.

### 4 Measuring the success of universities

- 4.1 The Teaching Excellence and Student Outcomes Framework (TEF) is a national exercise, to assess excellence in teaching and graduate outcomes at universities and colleges in England. The University of Lincoln was proud to be awarded Gold in the Teaching Excellence Framework last year. The TEF exercise is fairly new and has been evolving. In the last year it has been announced that it will include the use of graduate salary data to measure the proportion of graduates in sustained employment earning over the median UK salary of £21k.

### 5 Unintended consequences

- 5.1 The TEF is already a significant driver for universities and there are also concerns that the LEO data set might also be used as a way of restricting the number of students that individual universities can recruit following publication of the post-18 funding review.

## Paper 9

# Briefing on use of graduate salary data to rate performance of universities

The problem is that the UK has a very high level of income inequality compared to other developed countries. For example, households in the south-east of England have a combined wealth of £2.46tn compared with £368bn in the north-east.<sup>1</sup> In Greater Lincolnshire, the median graduate salary is £18,000 compared to the UK median of £21,000.<sup>2</sup> The use of un-benchmarked graduate salary data is therefore unintentionally incentivising universities residing in parts of the UK with the lowest wages to direct their graduates towards London and the South East.

This clearly goes against the aims of the Industrial Strategy to rebalance the UK economy and the aims of individual LEPs across the UK to increase skill levels in their areas. As the Industrial Strategy Green Paper acknowledged: “Skills shortfalls in some parts of the country contribute to imbalances in productivity in the UK, as shown in a recent CBI report highlighting education and skills as the biggest determinants of regional variations in productivity.”

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<sup>1</sup> ONS wealth and assets survey July 2014 to June 2016

<sup>2</sup> 31% of students from the University of Lincoln currently stay in Greater Lincolnshire after graduation

# Paper 10

## Title: Extension to Lincolnshire Wolds Area of Outstanding Natural Beauty (AONB).

### 1.0 Summary

- 1.1 The area of North Lincolnshire contains landscapes which have been identified as high quality and of natural beauty.
- 1.2 This standard of quality and natural beauty is consistent with that of the existing Lincolnshire Wolds AONB.
- 1.3 Due to the existence of unnatural borders and the overall sustainability of the AONB the current AONB Joint Advisory Committee recognises the need to review the AONB boundary.
- 1.4 Extending the boundary to the north into North Lincolnshire should deliver the following benefits:
  - protect and enhance the quality the landscape,
  - strengthen the resource base of the AONB,
  - ensure development is managed appropriately,
  - contribute significantly to the economic development of North Lincolnshire
  - act as a significant catalyst to our positioning, enabling us to better capture our place-based narrative, which is, at its centre, that we offer the perfect blend of economic opportunity in a place of outstanding natural beauty.
- 1.5 Ongoing work to ensure the boundary of the AONB is reviewed, both in the north into North Lincolnshire and in other areas, should be supported.

### 2.0 Background

- 2.1 North Lincolnshire's naturally formed landscapes date back to the last ice age, shaped as the glaciers first carved out their southern paths before the retreat left a rich and fertile land which has since been conscientiously stewarded by humans for millennia.
- 2.2 The landscape boasts a vibrant mix of habitat ranging from estuary, river, farmland, woodland and urban to create an eclectic blend of flora and fauna found only in this region.
- 2.3 These naturally-formed environments are just the foundations of our story. Laid down as pages of a book, on top has being etched into them an account of several thousand years of human history – North Lincolnshire is a living, breathing historical manuscript of humankind.

## Paper 10

### Title: Extension to Lincolnshire Wolds Area of Outstanding Natural Beauty (AONB).

- 2.4** This rich history actually covers the period of time from at least 155m million year ago, as the fossils of a Pliosaur show, through the Neolithic Stone Age, Iron Age settlements, the Roman Empire, Medieval Britain, the Industrial Revolution and more recently the engineering masterpiece that is the Humber Bridge.
- 2.5** We are acutely aware of our past, the history that is etched into the landscape, the precious habitats which exists here, and we want to preserve them for future generations.
- 2.6** When North Lincolnshire is rightly recognised as an Area of Outstanding Natural Beauty, we will be able to write the next chapter in this book so we can hand over the tome to be added to by generations to come safe in the knowledge we made a contribution of significant value.
- 2.7** North Lincolnshire's Area of Outstanding Natural Beauty includes:
- The sweeping landscape of the Ancholme Valley – a living account of more than a millennium of human history
  - The Wooded Scarp of North Lincolnshire - complete with the six Domesday Book-recorded Low Villages of South Ferriby, Horkstow, Saxby All Saints, Bonby and Worlaby, which, when considered with nearby Elsham, boast 44 listed buildings in six villages within only seven miles
  - The breath-taking and inspirational North Lincolnshire Wolds - a landscape forged 10,000 years ago in the last ice age, which, with open skies and long views, is a haven of tranquillity
  - The scheduled monuments of Thornton Abbey and Goxhill Hall – the former's fortified gatehouse recognised as among the finest in England
  - The North Lincolnshire Edge – a Jurassic-era formed physical geography which supports a flourishing plant life which itself provides a habitat for many rare species
  - The Humber Estuary – the place where the 50 mile stretch of the Lincolnshire Wolds emerges gloriously from beneath the water of the river to the natural metronome of the incoming and outgoing tides
  - And, the internally recognised conservation areas in and around Alkborough which support innumerable habitats and breeding grounds through to the earliest example of a turf maze which is believed to be around 800 years old.
- 2.8** Individually, these areas create a compelling case, collectively they represent a unique combination of natural heritage and human influence which builds an undeniable narrative capturing the technical

# Paper 10

## Title: Extension to Lincolnshire Wolds Area of Outstanding Natural Beauty (AONB).

elements required but more so the spirit of what a designated Area of Outstanding Natural Beauty should be.

**2.9** Extensive work has been undertaken to objectively assess the quality of North Lincolnshire's landscape. This is summarised in appendix 1.

**2.10** North Lincolnshire Council has engaged with key organisations including:

- Natural England
- LW Countryside Service (AONB Staffing Unit)
- NFU
- LWT
- Historic England

**2.11** Based upon the work summarised in appendix 1, they have all indicated support for an extension of the AONB to the north into North Lincolnshire. Representatives of North Lincolnshire Council will meet with the AONB Joint Advisory Committee on 11 April 2019 with a view to making a subsequent formal application to Natural England to review the AONB boundary, including an extension into North Lincolnshire.

### **3.0 Conclusion**

**3.1** The need to review the boundary of the Lincolnshire Wolds AONB is recognised and if actioned would be undertaken through a formal verification and public consultation process coordinated by Natural England's national protected landscapes team. (Note: the effectiveness of the designation of AONBs and National Parks is currently the subject of the ongoing Glover Review, with outcomes and recommendations expected in the autumn. This may extend into changes with the verification procedures which have been deemed by many to be poorly resourced at the national level).

**3.2** There is a developing evidence base to justify a review of the current Lincolnshire Wolds AONB boundary with a view to consider extending to the north, as well as providing the opportunity to review other known boundary anomalies.

**3.3** In view of the expected benefits, the GLLEP Board would endorse a formal review of an extension to the existing AONB boundary, including to the north into North Lincolnshire and would welcome further engagement in the process with a view to supporting North Lincolnshire's application.

**3.4** The GLLEP Board would also seek to be respectful and accommodating to the formal position of the current Lincolnshire Wolds



## Paper 10

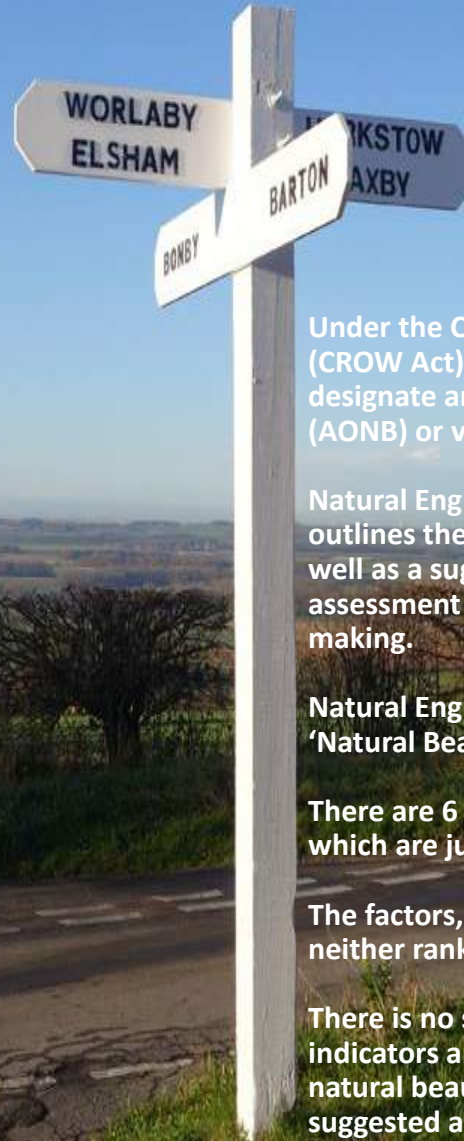
### Title: Extension to Lincolnshire Wolds Area of Outstanding Natural Beauty (AONB).

AONB Partnership – namely the Lincolnshire Wolds Joint Advisory Committee (JAC) and its key constituent local authorities of Lincolnshire Council, East Lindsey District Council, West Lindsey District Council and North East Lincolnshire Council.

# North Lincolnshire AONB extension assessment

Interpretation of Natural England's Natural  
Beauty criterion

# Reaching the Humber: a northern extension to the Lincolnshire Wolds AONB



Under the Countryside and Rights of Way Act 2000 (CROW Act), Natural England can make orders to designate an area of outstanding natural beauty (AONB) or vary the boundaries of existing ones.

Natural England has produced a document that outlines their general approach to designation as well as a suggested method for the practical assessment of landscapes in designation decision-making.

Natural England defines its Technical Criteria as 'Natural Beauty'.

There are 6 defined factors, divided into sub-factors, which are judged by demonstrable indicators.

The factors, sub-factors and their indicators are neither ranked nor weighted in order of importance.

There is no scoring involving accumulations of indicators and it is possible for a landscape to exhibit natural beauty even if several of the indicators suggested are not present

# What is Natural Beauty?

Natural England's definition



# Natural Beauty factors

Factor	Example sub-factor	Example Indicator
Landscape quality	The condition of the landscape's features and elements	Landscape elements are in good condition
Scenic quality	A distinctive sense of place	Landscape character lends a clear and recognisable sense of place
Relative wildness	A sense of remoteness	Relatively few roads or other transport routes
Relative tranquillity	Contributors to tranquillity	Presence and/or perceptions of natural landscape, stars at night, sea and similar influences
Natural heritage	Wildlife and habitats	Presence of individual species that contribute to sense of place, relative wildness or tranquillity
Cultural heritage	Associations of the landscape with people, places or events	Evidence that the landscape has associations with notable people or events, cultural traditions or beliefs

There are 6 Natural Beauty factors identified by Natural England, supplemented by sub-factors and indicators. The above is an extract from the full table, available in Appendix 1 of Natural England's document 'Guidance for assessing landscapes for designation as National Park or Area of Outstanding Natural Beauty in England'

# Natural Beauty assessment

Factor	Source of assessment	Means of assessment
Landscape quality	Existing North Lincolnshire Landscape Character Assessment	Professional judgement
Scenic quality	Existing North Lincolnshire Landscape Character Assessment	Professional judgement
Relative wildness	Existing North Lincolnshire road network	Spatial analysis using ArcGIS
Relative tranquillity	Existing North Lincolnshire road network	Spatial analysis using ArcGIS
Natural heritage	International and National designations	Spatial analysis using ArcGIS
Cultural heritage	National and Local designations	Spatial analysis using ArcGIS

In order to develop a robust means of assessment, JBA:

- reviewed Natural England’s guidance document,
- Reviewed other AONB extension submissions
- Contacted other AONB management teams to discuss their experience of the process

# Assessing the data

Spatial Analysis



# How?

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JBA wanted to produce a methodology that would identify areas within North Lincolnshire that could be considered as a candidate area for future discussions with Natural England.

Landscape and Scenic Quality would be drawn from the existing North Lincolnshire Landscape Character Assessment (LCA) produced in 1999. This would be supplemented through the fieldwork and representative viewpoints recorded in the 2018/19 LCA review.

Tranquillity and Wildness were considered as inter related; it was unlikely that one would exist without the other, especially as both draw upon limited human influence as part of their definition.

JBA presented a methodology utilising physical buffer zones around the hierarchy of the road network across the county.\*

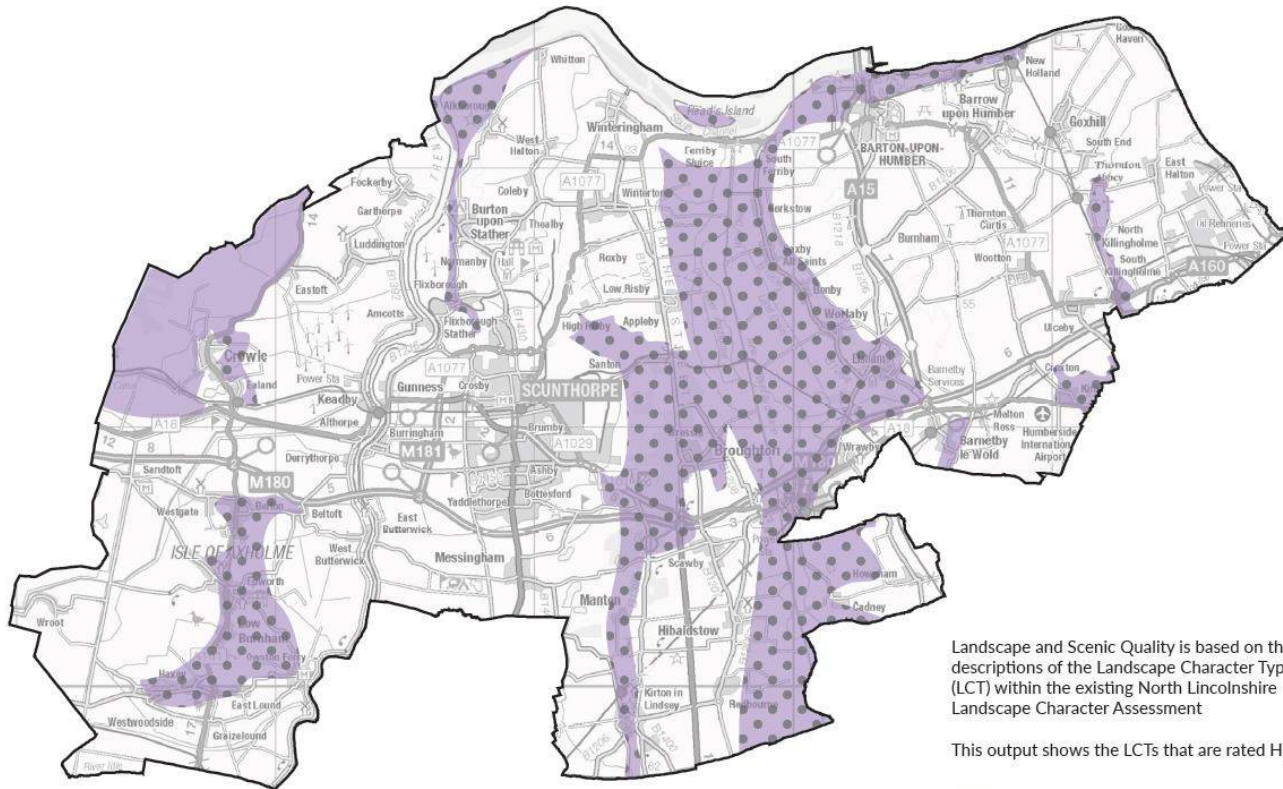
Natural and Cultural Heritage would be based on National and Internationally recognised designations awarded and managed by government bodies such as Historic England and Natural England.

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*\* Campaign to Protect Rural England (CPRE) has produced a Tranquillity Map (2007) that has been compared with JBA's methodology – see later slides*



# Landscape & Scenic Quality



Landscape and Scenic Quality is based on the descriptions of the Landscape Character Types (LCT) within the existing North Lincolnshire Landscape Character Assessment

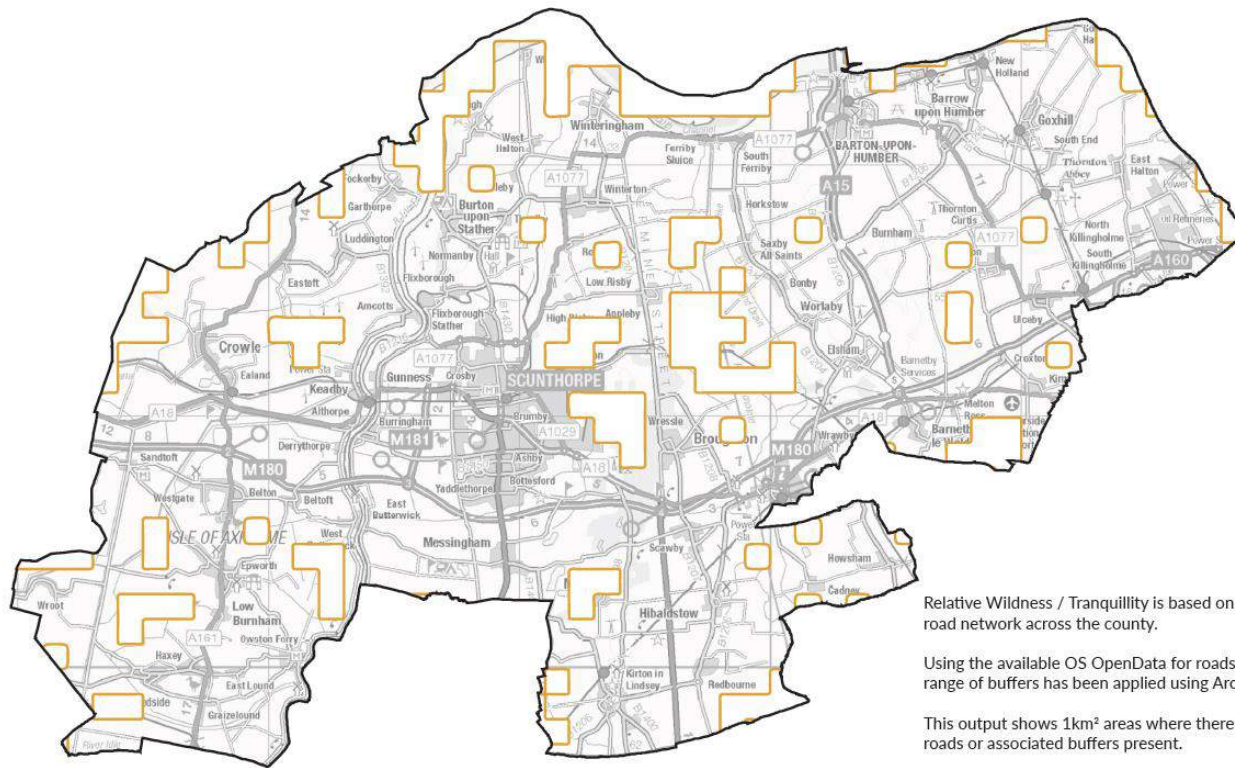
This output shows the LCTs that are rated High.

- Landscape Quality
- Scenic Quality

Contains OS Open Data 2019

Areas of High value.

# Relative Wildness & Tranquillity



Contains OS Open Data 2019

Relative Wildness / Tranquillity is based on the road network across the county.

Using the available OS OpenData for roads, a range of buffers has been applied using ArcGIS.

This output shows 1km<sup>2</sup> areas where there are no roads or associated buffers present.

These areas are rated High.

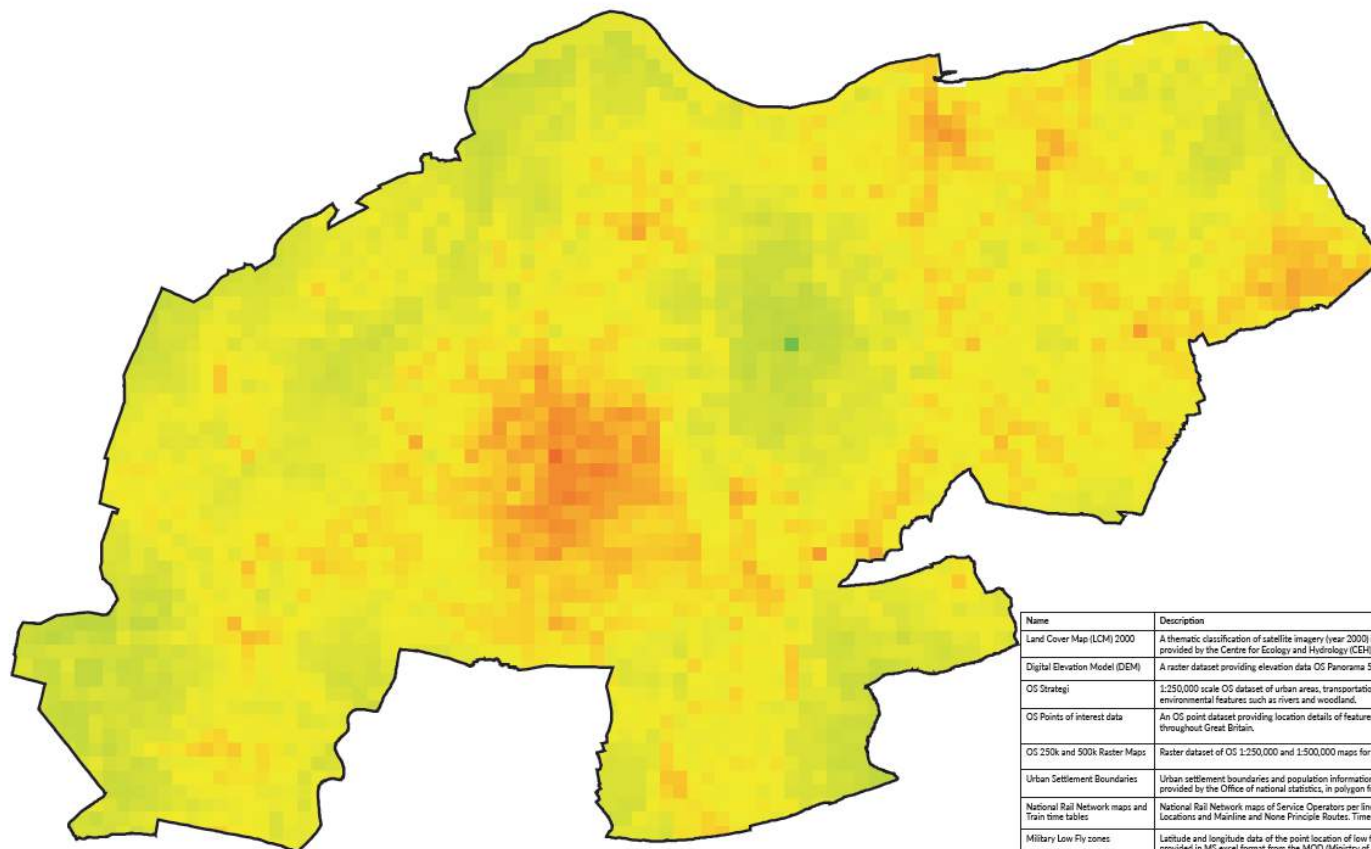
 Relative Tranquillity / Wildness

JBA methodology:

- Identify road function,
- Apply a buffer from the road centre line,
- Process buffers in ArcGIS,
- Create and overlay a 1km<sup>2</sup> grid across the whole county,
- Calculate the percentage of buffer present in each 1km<sup>2</sup>,
- Those 1km<sup>2</sup> areas with no buffer present were classed as High.

Areas of High value.

# CPRE Tranquillity Map (2007)



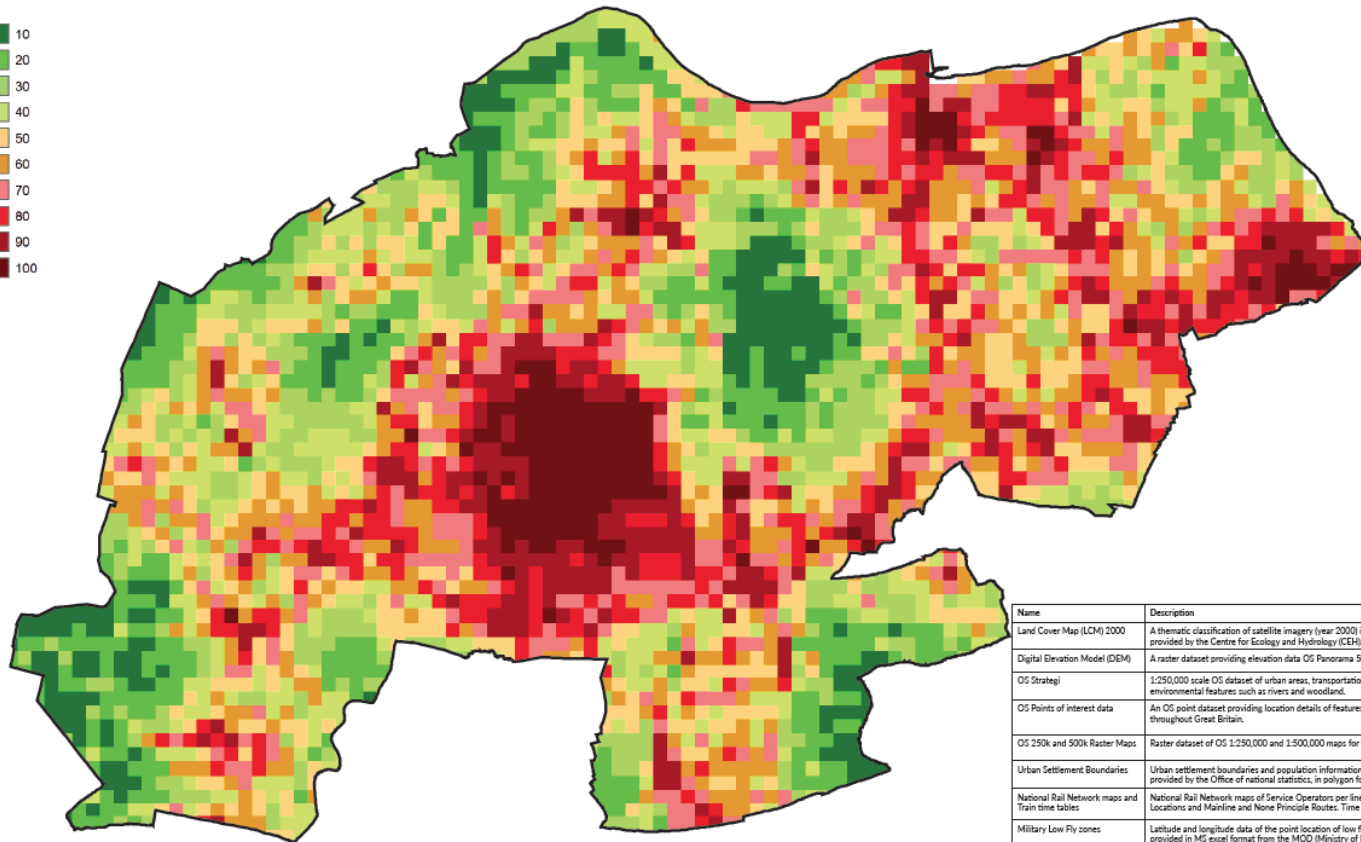
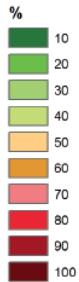
Name	Description
Land Cover Map (LCM) 2000	A thematic classification of satellite imagery (year 2000) into types of land cover, provided by the Centre for Ecology and Hydrology (CEH).
Digital Elevation Model (DEM)	A raster dataset providing elevation data OS Panorama 50m resolution
OS Strategi	1:250,000 scale OS dataset of urban areas, transportation infrastructure and key environmental features such as rivers and woodland.
OS Points of interest data	An OS point dataset providing location details of features, business and leisure sites throughout Great Britain.
OS 250k and 500k Raster Maps	Raster dataset of OS 1:250,000 and 1:500,000 maps for the UK.
Urban Settlement Boundaries	Urban settlement boundaries and population information from the last census provided by the Office of national statistics, in polygon format.
National Rail Network maps and Train time tables	National Rail Network maps of Service Operators per line, Rail Network and Station Locations and Mainline and None Principle Routes. Time tables (Journey planners).
Military Low Fly zones	Latitude and longitude data of the point location of low fly boundaries provided in MS excel format from the MOD (Ministry of Defence) No. of hours RAF Spolmer % million aviation maps for UK.
Aeronautical maps for the UK both Civil and military data	Aeronautical maps in paper format with military and civil information, showing all airports, radar control zones and aircraft flight levels, en-route corridors, danger areas, low fly areas and structure height information. Provided by MOD
Traffic flow data	Motor Vehicle flow for England, by road class, obtained from the Department of works and transport, <a href="http://www.dft.gov.uk/transtat/roadtraff">www.dft.gov.uk/transtat/roadtraff</a>
Powerlines	The location of our transmission assets within England and Wales - National Grid
Wind Farms	BWEA website

National Tranquillity Mapping Data 2007 developed for the Campaign to Protect Rural England and Natural England by Northumbria University. © Crown Copyright and database rights (2019). Ordnance Survey licence number 100022021



# CPRE Tranquillity Map (2007)

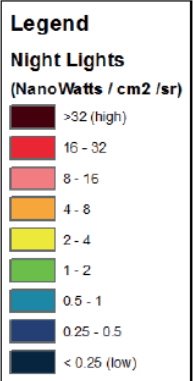
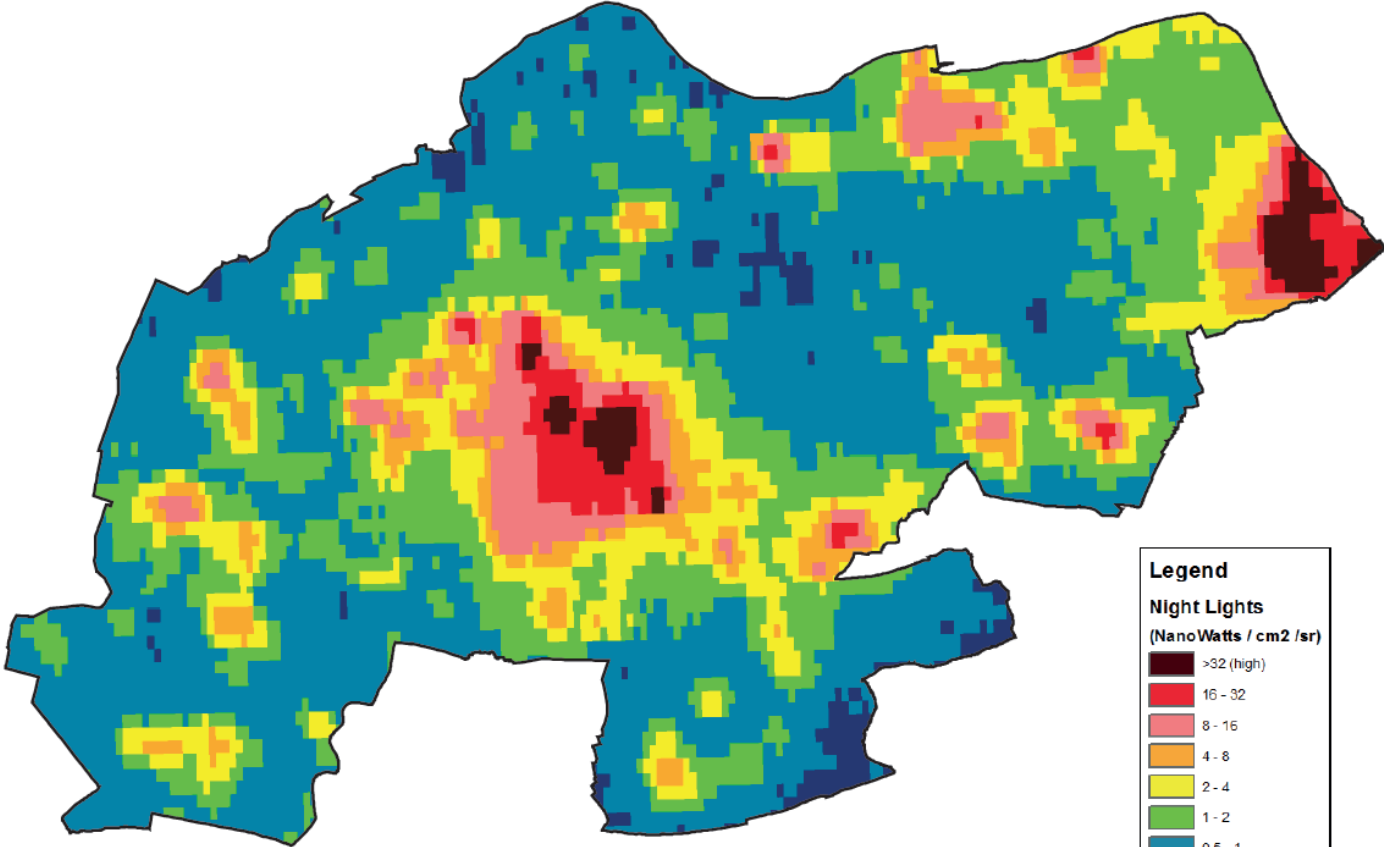
## Tranquillity Classes



Name	Description
Land Cover Map (LCM) 2000	A thematic classification of satellite imagery (year 2000) into types of land cover, provided by the Centre for Ecology and Hydrology (CEH).
Digital Elevation Model (DEM)	A raster dataset providing elevation data. OS Panorama 50m resolution
OS Strategi	1:250,000 scale OS dataset of urban areas, transportation infrastructure and key environmental features such as rivers and woodlands.
OS Points of interest data	An OS point dataset providing location details of features, business and leisure sites throughout Great Britain.
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Powerlines	The location of our transmission assets within England and Wales - National Grid
Wind Farms	BWEA website

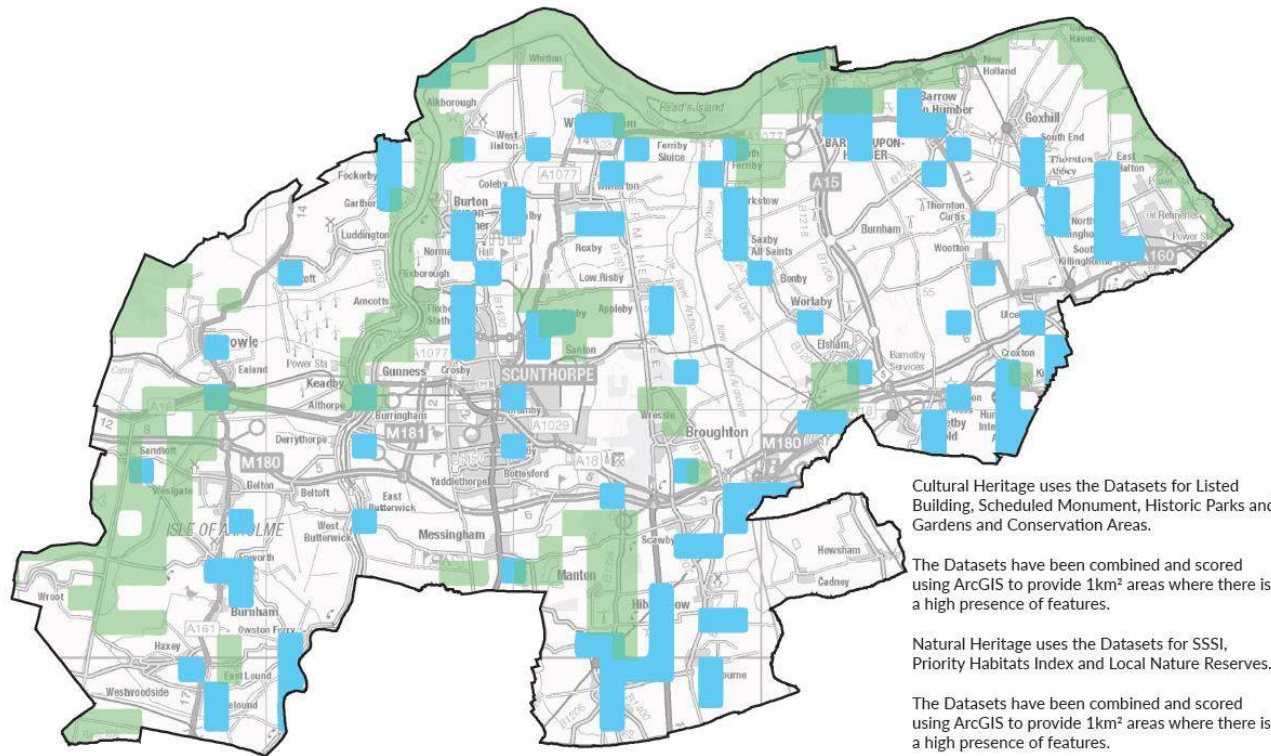
National Tranquillity Mapping Data 2007 developed for the Campaign to Protect Rural England and Natural England by Northumbria University. © Crown Copyright and database rights (2019). Ordnance Survey licence number 100022021

# CPRE Dark Skies Map (2016)



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# Natural & Cultural Heritage



Contains OS Open Data 2019

Cultural Heritage uses the Datasets for Listed Building, Scheduled Monument, Historic Parks and Gardens and Conservation Areas.

The Datasets have been combined and scored using ArcGIS to provide 1km<sup>2</sup> areas where there is a high presence of features.

Natural Heritage uses the Datasets for SSSI, Priority Habitats Index and Local Nature Reserves.

The Datasets have been combined and scored using ArcGIS to provide 1km<sup>2</sup> areas where there is a high presence of features.

- Cultural Heritage
- Natural Heritage

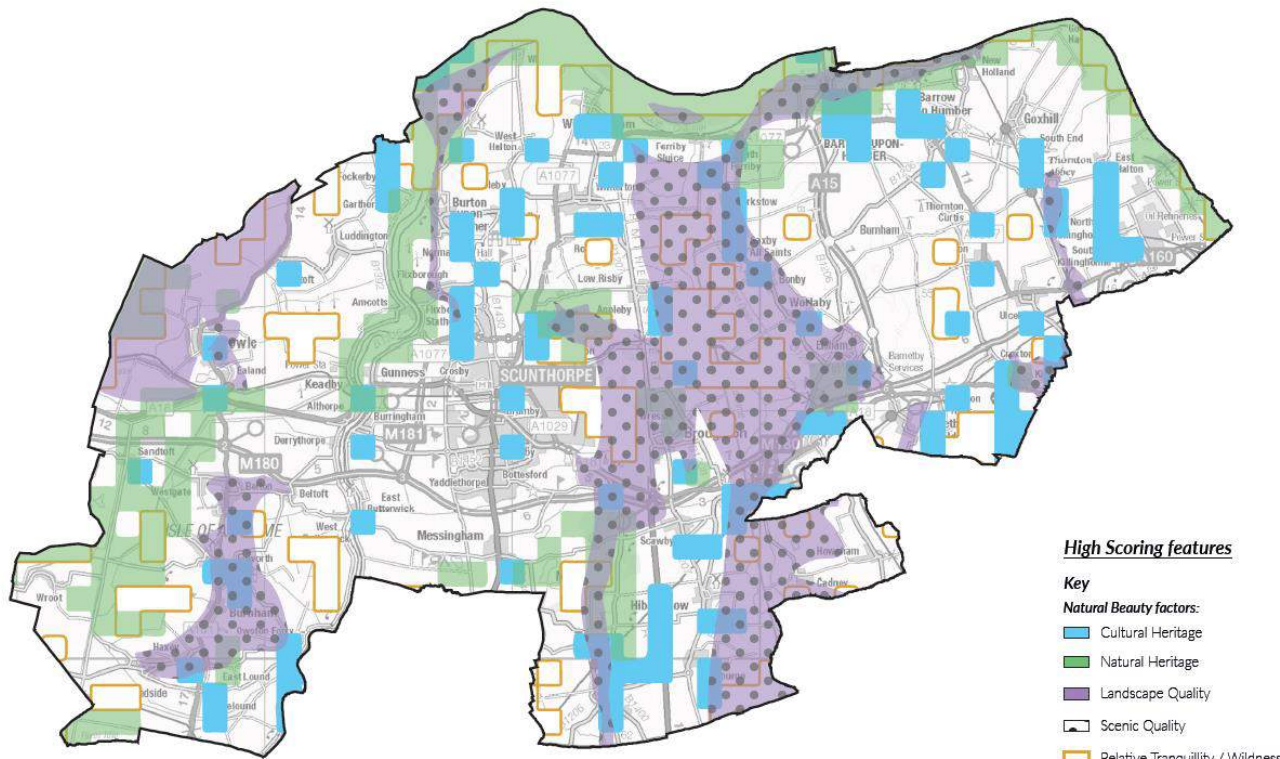
JBA methodology:

- Establish which designations are present and whether they score high or medium,
- Create and overlay a 1km<sup>2</sup> grid across the whole county,
- Only show the 1km<sup>2</sup> areas with a high scoring heritage designation,
- Initial analysis of the datasets creates an overlapping matrix that is difficult to discern,
- The application of a 1km<sup>2</sup> grid system and an associated value judgement is a means of allowing the viewer to observe spatial distribution patterns in different classification qualities.

Areas of High value.



# Combining the Natural Beauty (1)

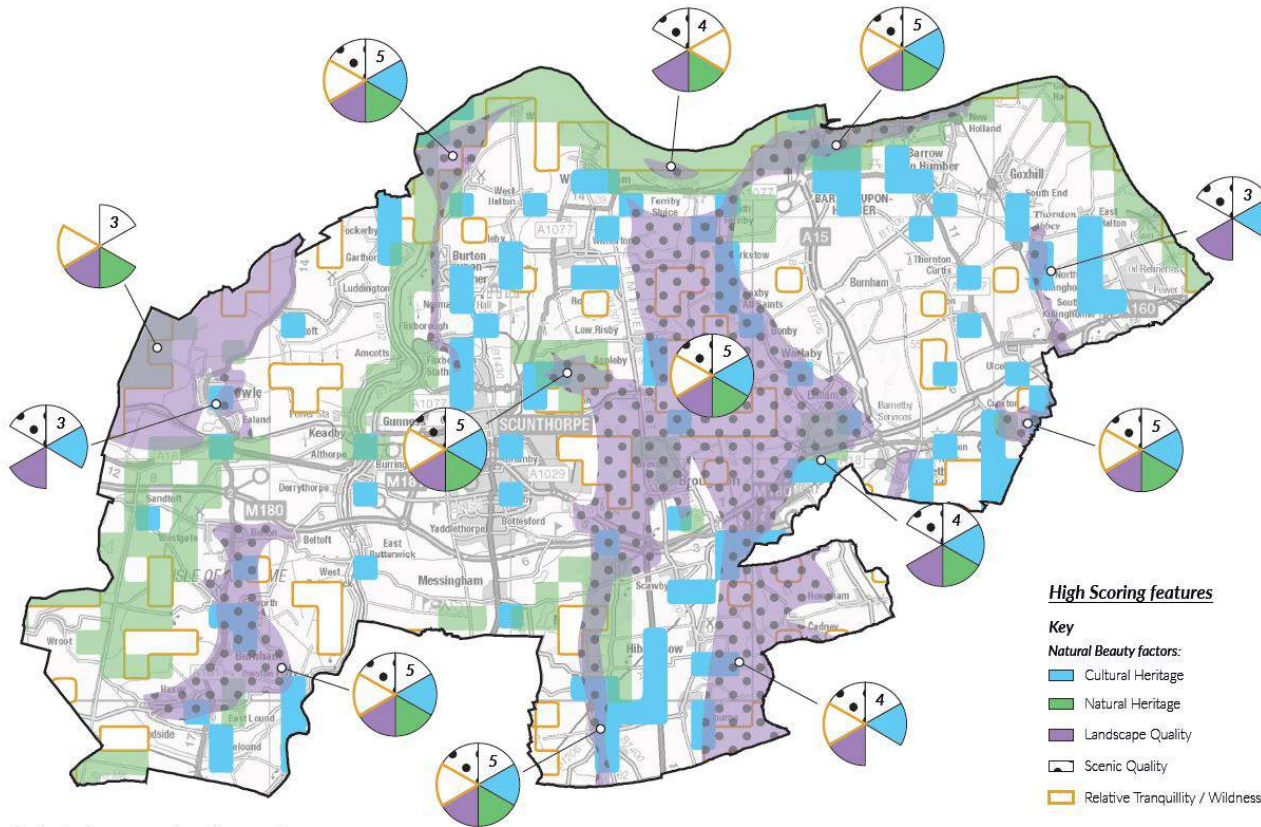


Contains OS Open Data 2019

Combined geographical areas of High value.

- JBA methodology:
- All of the previous High scoring maps are now combined,
  - Combined map starts to show where the High scoring areas overlap.

# Combining the Natural Beauty (2)



Contains OS Open Data 2019

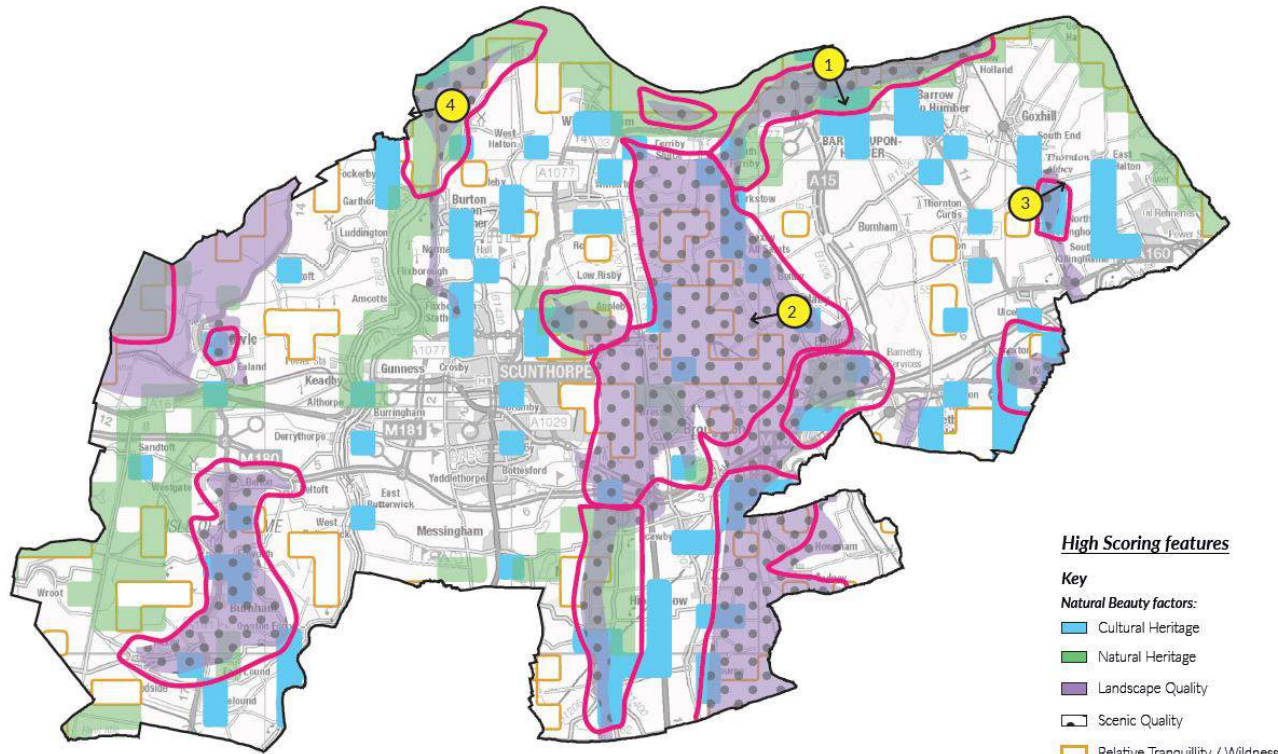
JBA methodology:

- Natural England does not stipulate how many Natural Beauty factors have to be present,
- JBA determined that for High scoring factors, the minimum should be 3,
- The pie-charts show which Natural Beauty factors are present and in what composition.

Combined geographical areas of High value.



# Combining the Natural Beauty (3)



Contains OS Open Data 2019

Combined geographical areas of High value.

JBA methodology:

- The areas with a minimum of 3 Natural Beauty factors can now be developed,
- A sample of some key viewpoint locations have been denoted.

# High scoring area viewpoints (1)

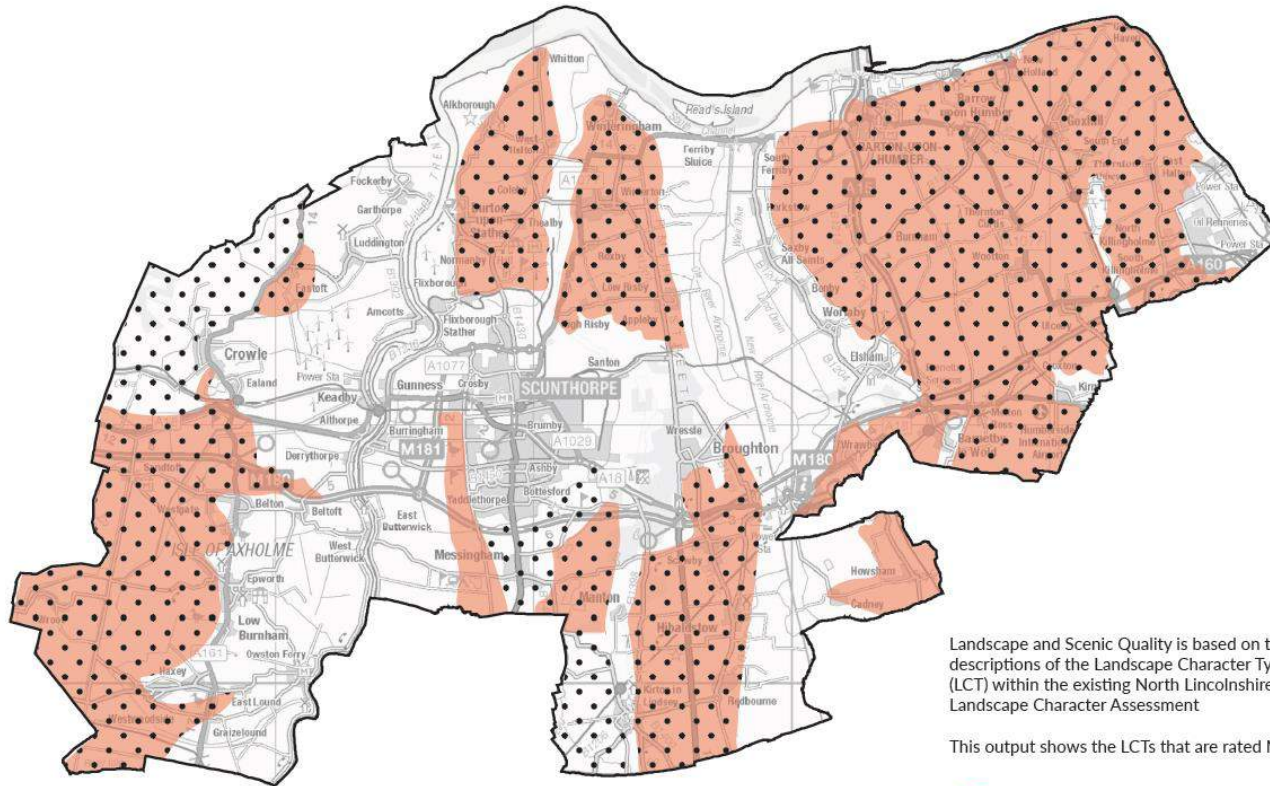




## High scoring area viewpoints (2)



# Landscape & Scenic Quality



Landscape and Scenic Quality is based on the descriptions of the Landscape Character Types (LCT) within the existing North Lincolnshire Landscape Character Assessment

This output shows the LCTs that are rated Medium.

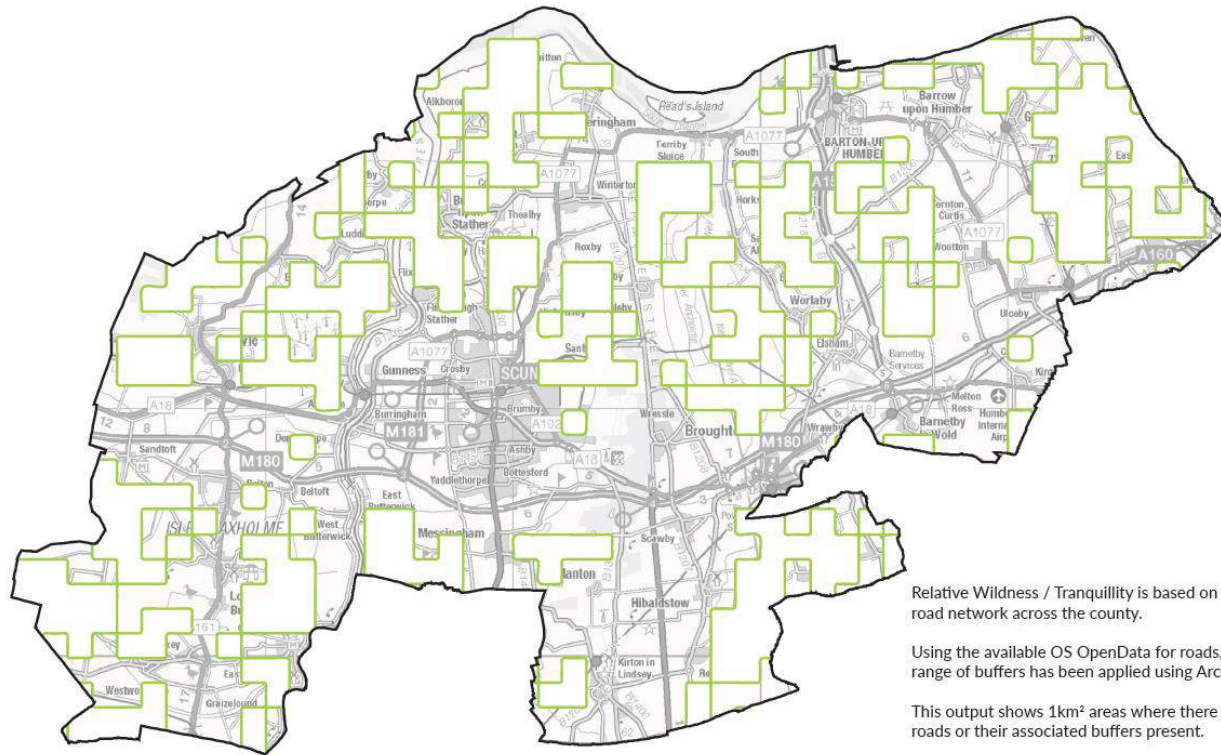
- Landscape Quality
- Scenic Quality

Contains OS Open Data 2019

Areas of Medium value.



# Relative Wildness & Tranquillity



Contains OS Open Data 2019

Relative Wildness / Tranquillity is based on the road network across the county.

Using the available OS OpenData for roads, a range of buffers has been applied using ArcGIS.

This output shows 1km<sup>2</sup> areas where there are few roads or their associated buffers present.

These areas are rated Medium.

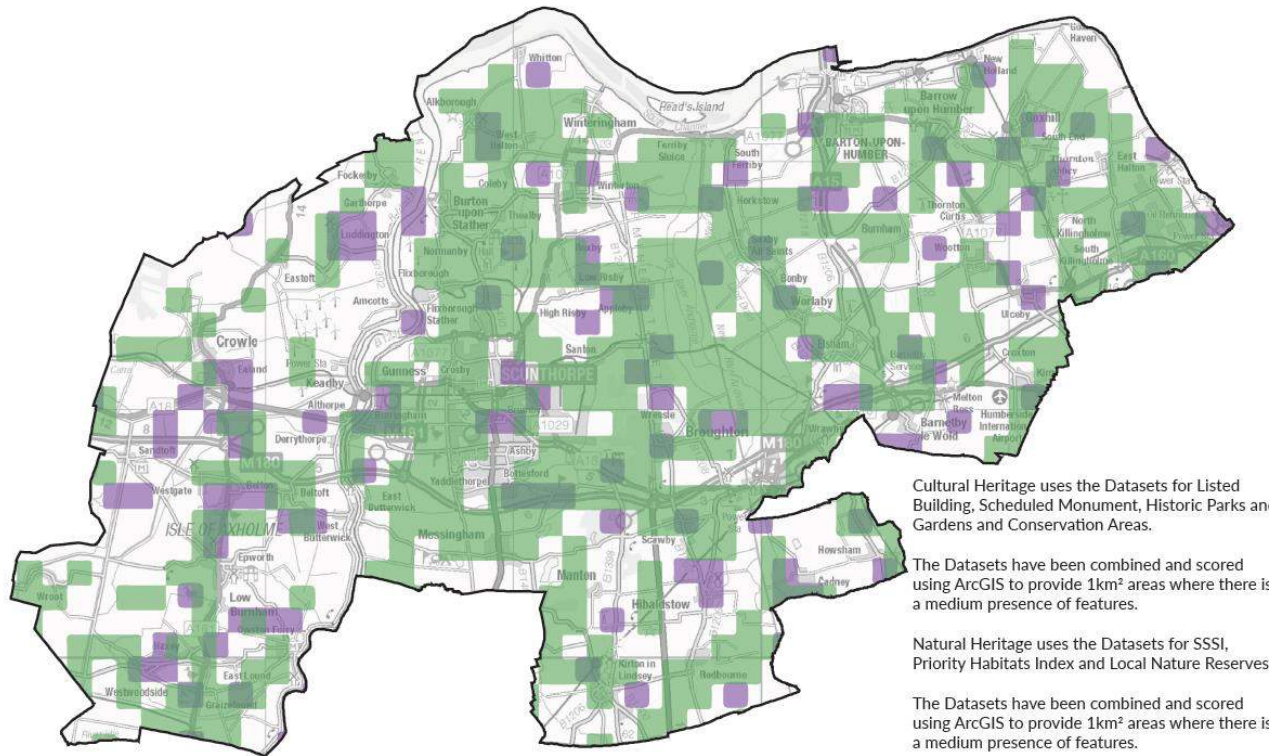
 Relative Tranquillity / Wildness

JBA methodology:

- Identify road function,
- Apply a buffer from the road centre line,
- Process buffers in ArcGIS,
- Create and overlay a 1km<sup>2</sup> grid across the whole county,
- Calculate the percentage of buffer present in each 1km<sup>2</sup>,
- Those 1km<sup>2</sup> areas with <25% of a buffer present were classed as Medium.

Areas of Medium value.

# Natural & Cultural Heritage



Contains OS Open Data 2019

Cultural Heritage uses the Datasets for Listed Building, Scheduled Monument, Historic Parks and Gardens and Conservation Areas.

The Datasets have been combined and scored using ArcGIS to provide 1km<sup>2</sup> areas where there is a medium presence of features.

Natural Heritage uses the Datasets for SSSI, Priority Habitats Index and Local Nature Reserves.

The Datasets have been combined and scored using ArcGIS to provide 1km<sup>2</sup> areas where there is a medium presence of features.

- Cultural Heritage
- Natural Heritage

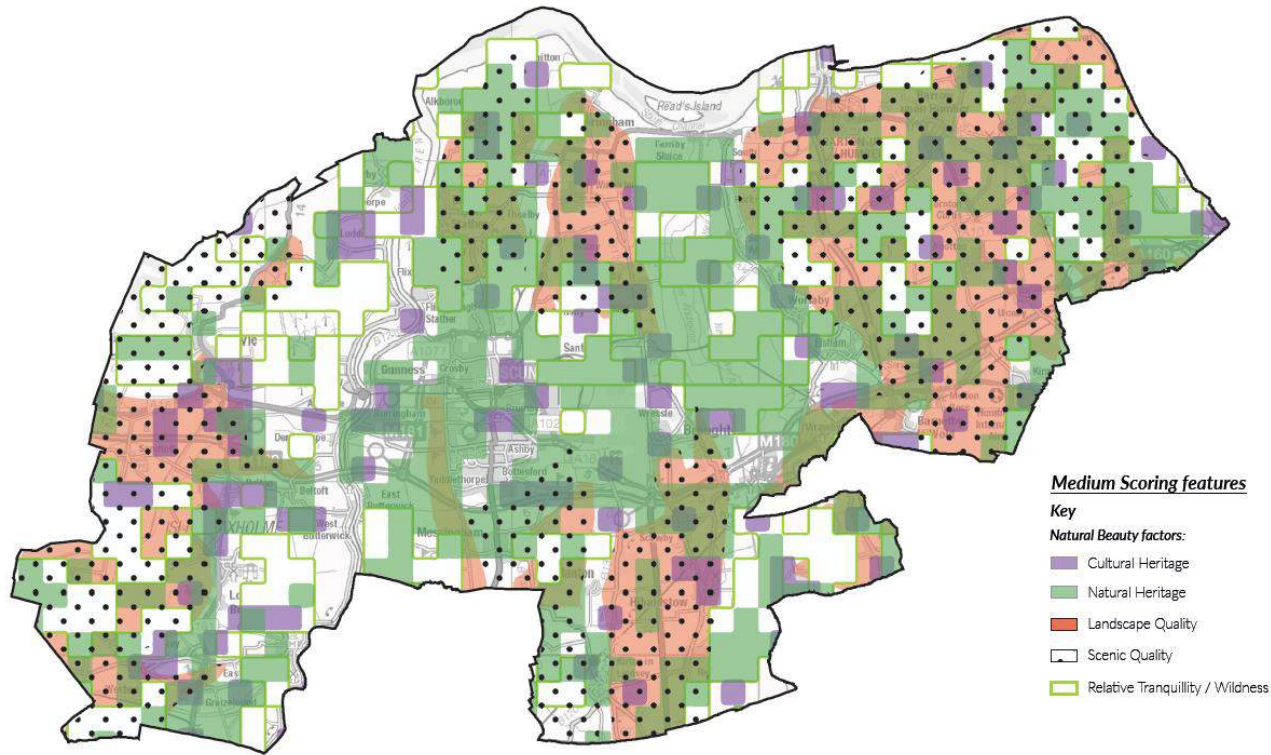
JBA methodology:

- Establish which designations are present and whether they score high or medium,
- Create and overlay a 1km<sup>2</sup> grid across the whole county,
- Only show the 1km<sup>2</sup> areas with a medium scoring heritage designation,
- Initial analysis of the datasets creates an overlapping matrix that is difficult to discern,
- The application of a 1km<sup>2</sup> grid system and an associated value judgement is a means of allowing the viewer to observe spatial distribution patterns in different classification qualities.

Areas of Medium value.



# Combining the Natural Beauty (1)



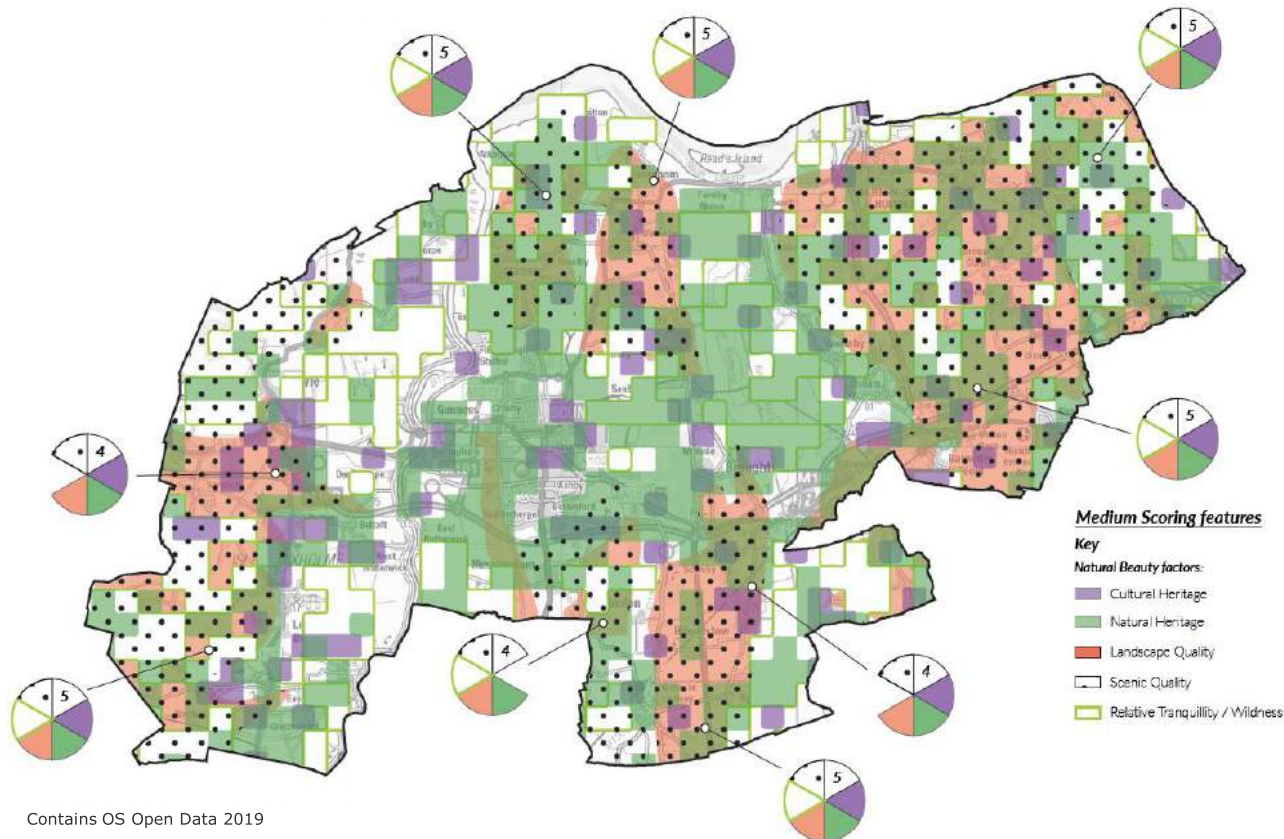
Contains OS Open Data 2019

Combined geographical areas of Medium value.

JBA methodology:

- All of the previous Medium scoring maps are now combined,
- Combined map starts to show where the Medium scoring areas overlap.

# Combining the Natural Beauty (2)



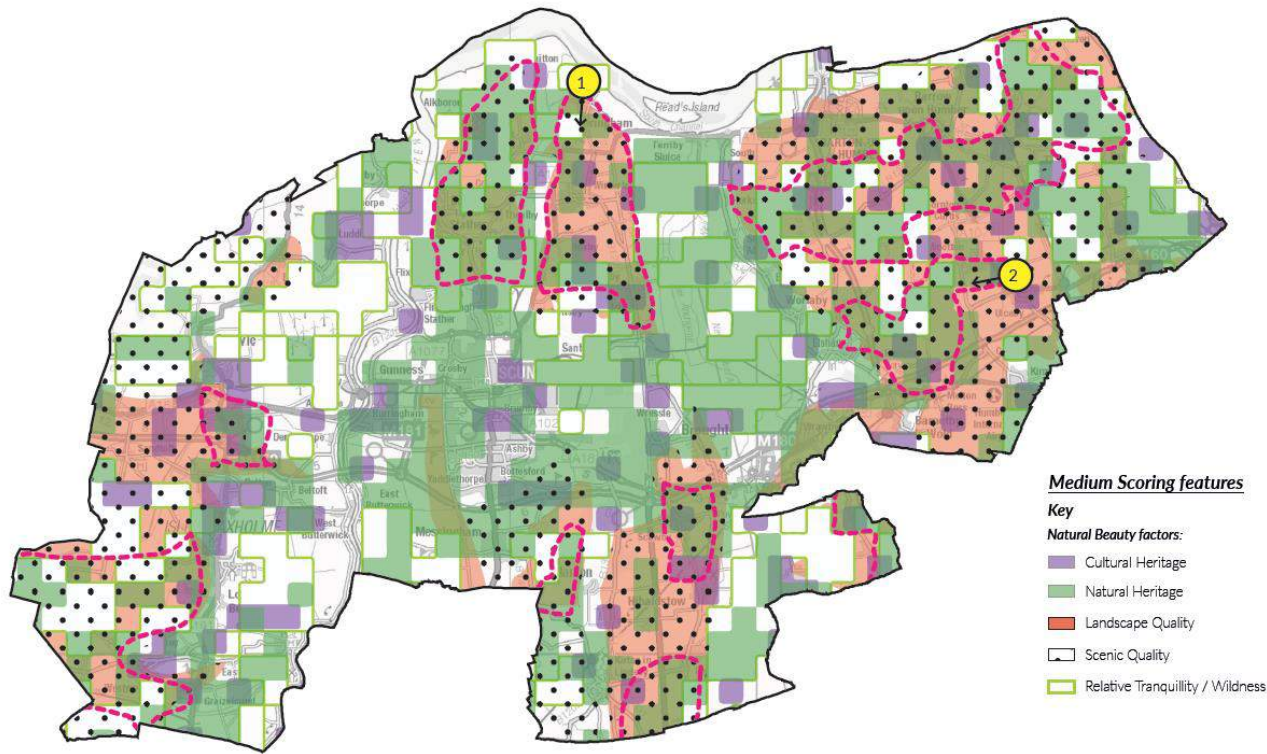
JBA methodology:

- Natural England does not stipulate how many Natural Beauty factors have to be present,
- JBA determined that for Medium scoring factors, the minimum should be 4.
- The pie-charts show which Natural Beauty factors are present and in what composition.

Combined geographical areas of Medium value.



# Combining the Natural Beauty (3)



Contains OS Open Data 2019

Combined geographical areas of Medium value.

JBA methodology:

- The areas with a minimum of 4 Natural Beauty factors can now be developed,
- A sample of some key viewpoint locations have been denoted.

# Medium scoring area viewpoints

1



View towards Winteringham

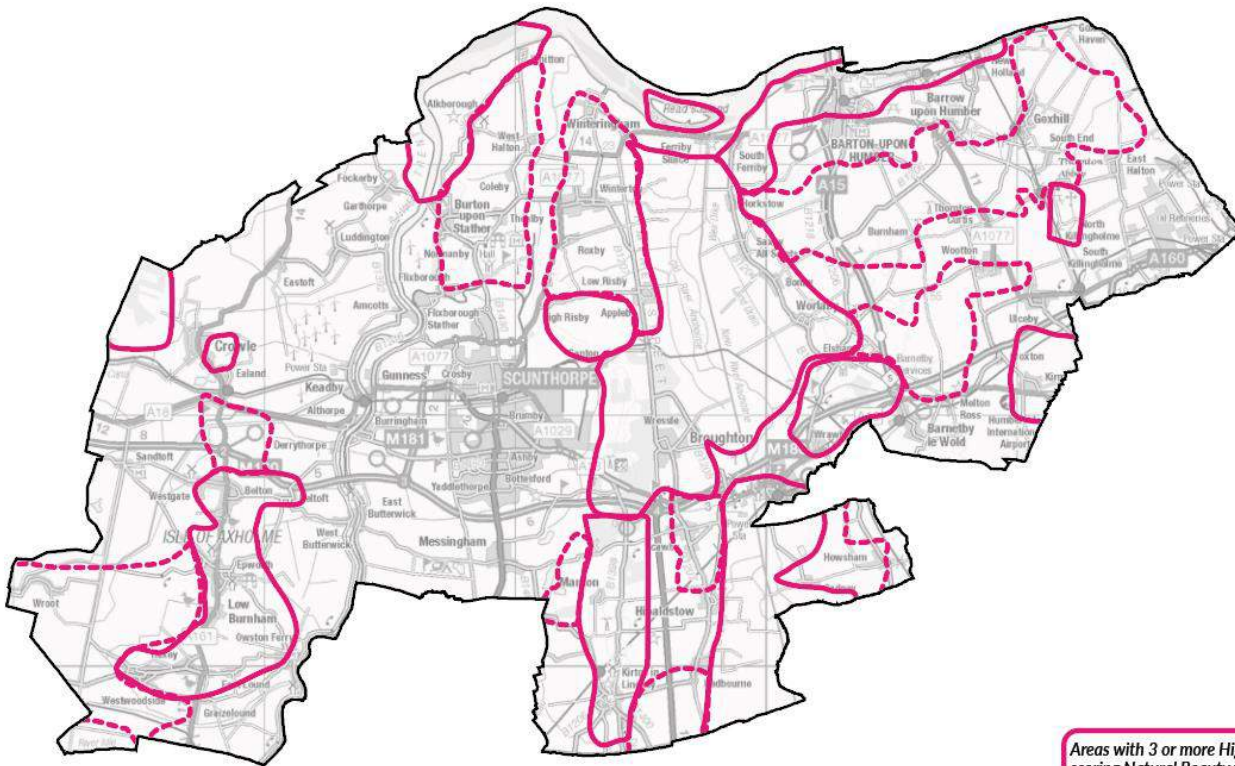
2



View across the Wolds, west of Ulceby



# Combining High & Medium



Areas with 3 or more High scoring Natural Beauty factors

Areas with 4 or more Medium scoring Natural Beauty factors

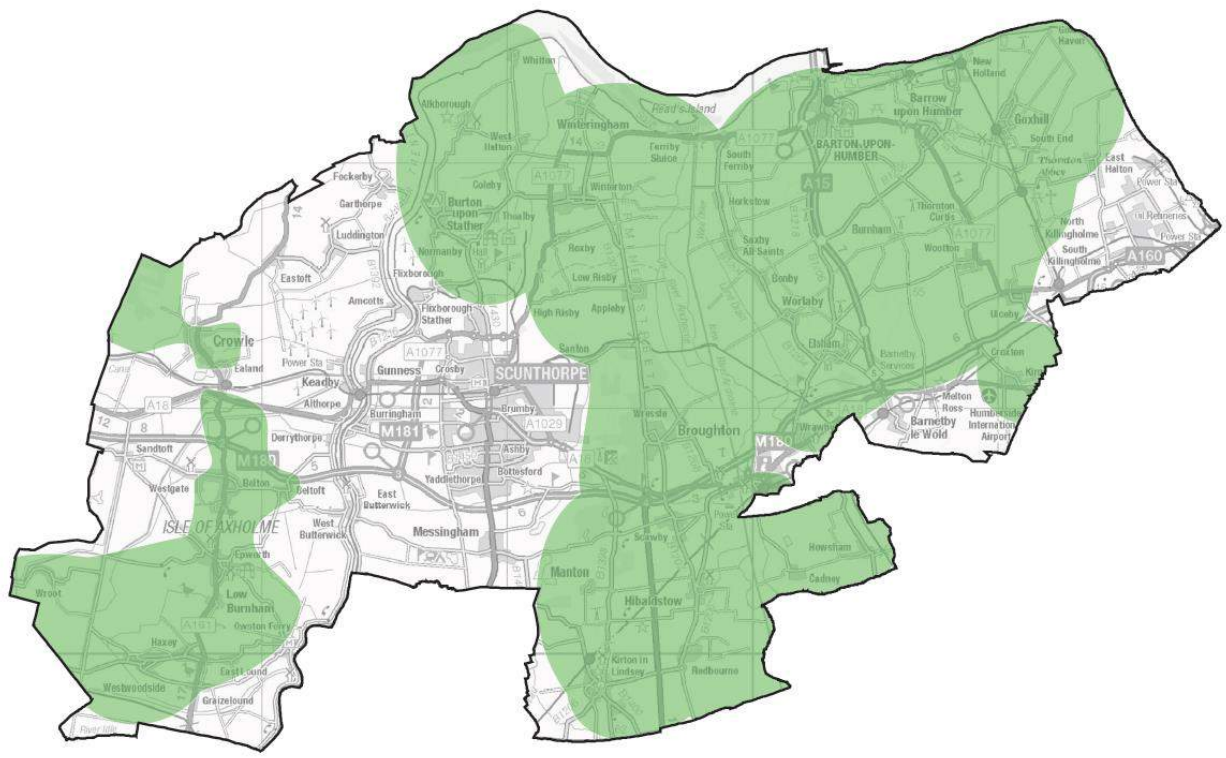
Contains OS Open Data 2019

JBA Methodology:

- The previously identified areas of High and Medium value can now be combined to create a more robust outline.

Combined geographical areas of both High & Medium value.

# Possible AONB candidate area



Contains OS Open Data 2019

Combined candidate areas for possible AONB designation.