



LEP DIRECTORS BOARD

29th March 2019

The Olde Barn Hotel, Toll Bar Road,
Marston, Grantham, Lincs, NG32 2HT

Paper 0 - Agenda

Time	Item and brief description	Lead	Access/Circulation
9.30	Refreshments		
10.00	Welcome, Apologies, Declarations of Interest <ul style="list-style-type: none"> • For Decision -Approval of Minutes • Review of Actions • Decision Log • LEP Board and Investment Board Forward Plan 	Chair	All Members Paper 1.0 attached Paper 1.1 attached Paper 1.2 attached Paper 1.3 attached
10.10	For Information - Chair and Chief Executive Report	Ursula Lidbetter and Ruth carver	Paper 2 attached Paper 2.1 APR Letter attached
10.30	For Decision - Outline Budget and Year End	Ruth Carver	Paper 3 attached
10.40	For Decision: Strengthening LEP Review - Implementation <ul style="list-style-type: none"> • GLLEP Review Response • Articles of association 	Ruth Carver	Paper 4 attached Paper 4.1 attached Paper 4.2 to follow
10.45	Review of Governance For Decision <ul style="list-style-type: none"> • Revised Terms of Reference ESB • Scheme of Delegation • Roles and responsibilities, Chair, Deputy Chair, Chief Executive , the Accountable Body and the Section 151 Officer • Policy Statement on Equality and Diversity • Policy and TOR's Planner 	Ruth Carver	Paper 5.0 attached Paper 5.2 attached Paper 5.3 attached Paper 5.4 - 5.7 attached Paper 5.8 attached Paper 5.9 attached
11.00	For Decision : Local Assurance Framework	Linsay Hill Pritchard, AB	Paper 6 attached
11.15	For Decision: Approval of the Project Pipeline	Halina Davies, LEP	Paper 7 - To Follow after the Investment Board

11.25	For information and discussion: Greater Lincolnshire Local Industrial Strategy: <ul style="list-style-type: none"> Update on Sector Deals 	Cathy Jones, LEP	Paper 8 attached Paper 8.1 attached
11.35	For information and discussion Update on Lincolnshire Business Rates Pilot	Jaclyn Gibson (Chief Finance Officer, CoL)	Verbal Update
12.00	For Decision: Benchmarking Regional Salary Data for Higher Education	Prof. Mary Stuart, University of Lincoln	Paper 9 attached
12.15	For Discussion - Lincolnshire Wolds Area of Outstanding Natural Beauty <ul style="list-style-type: none"> Appendix 1 	Simon Green NLC	Paper 10 attached Paper 10.1 attached
12.30	Any Other Business	All	

Attendees: Ursula Lidbetter (Chair & Lincs Co-op), David Dexter (Vice Chair), Cllr Craig Leyland (ELDC), Cllr Peter Wheatley (NELC), Cllr Ric Metcalfe (CoL), Cllr Rob Waltham (NLC), Chris Baron (Butlins, Skegness), Dean Fathers (Health), Pat Doody (Nat West), Debbie Barnes (LCC), Gary Headland (Lincoln College), Nick Worboys (Longhurst Group), Sarah Louise Fairburn (L J Fairburns & Sons Ltd), Zoe Easey (Epix Media)

Apologies: Prof Mary Stuart (UoL), Cllr Colin Davie (LCC), Herman Kok (Lindum Group)

Observers: Graham Pendlebury (Director, Department for Transport Senior sponsor) Peter Moore, S151 LCC, Pete Holmes (BEIS), Simon Green (NLC), Chris Duffill (NELC)

Officers: Ruth Carver, Sue Groves (Note Taker)

For Agenda items: Cathy Jones (LEP), Halina Davies (LEP), Jaclyn Gibson (CoL)

Parking Arrangements

Large car park available

Additional Papers Pack (just for information and not for printing)

AP1 - Visitor Economy Board - 7th February - Draft minutes

AP2 - Innovation Council - September 2018 - Minutes

AP3 - ESIF Sub Committee - 8th February 2019 - Minutes

AP4 - Employment & Skills Board - 13th February 2019 - Draft minutes

Key dates for LEP Board Directors

<u>LEP Board Dates and Venues</u>	<u>Water Management Board</u> 5 th March, 8 th July, 5 th November
<u>29th March</u> SKDC Marston, Grantham	<u>Manufacturing Board</u> 2019 dates to be arranged
<u>24th May</u> Lincolnshire Chamber of Commerce, Lincoln	<u>Visitor Economy Board</u> 13 th June, 3 rd October,

<p><u>19th July</u> Venue to be confirmed</p> <p><u>27th September</u> Venue to be confirmed</p> <p><u>29th November</u> Venue to be confirmed</p>	<p>12th December</p> <p><u>Employment & Skills Board 2019</u> 17th April, 26th June, 11th September, 13th November</p> <p><u>Innovation Council</u> 26th April</p> <p><u>Growth Hub Governance Board</u> 10th April, 14th August, 11th December</p> <p><u>ESIF Sub-Committee</u> 20th March, 19th June, 18th September, 11th December</p>
<p><u>Manufacturing Conference</u> Wednesday, 27th March 2019</p>	<p><u>Visitor Economy Conference</u> Friday, 22nd March 2019</p>
<p><u>Team Lincolnshire in London - Monday,</u> 18th February</p>	<p><u>LEP Annual Conference - Friday,</u> 12th July</p>
<p><u>Inward Investment Workshop - Tuesday,</u> 26th March 2019</p>	<p><u>Investment Board</u> 20th February, 29th March, 24th May, 19th July, 27th September, 29th November</p>
<p><u>Health& Care Interim Board</u> 27th February</p>	



Minutes of the Greater Lincolnshire LEP Board

25th January 2019

Bishop Grosseteste University, BG Futures
Room 1, Longdales Road, Lincoln, LN1 3DY

Draft Minutes

Present: Board Directors: Ursula Lidbetter (Chair) (Lincs Co-op), David Dexter (Vice Chair FSB), Cllr Craig Leyland (ELDC), Cllr Peter Wheatley (NELC), Cllr Ric Metcalfe (CoL), Dean Fathers (Health), Herman Kok (Lindum Group), Prof Mary Stuart (UoL), Pat Doody (Nat West), Debbie Barnes (LCC), Nick Worboys (Longhurst), Gary Headland (IoD & Chamber)

Apologies: Cllr Colin Davie (LCC), Cllr Rob Waltham (NLC), Steve Middlebrough (Siemens), Sarah Louise Fairburn (Fairburns), Pete Moore (S151 Officer & AB)

LEP Executive: Ruth Carver, Sue Groves (Note Taker)

Observers: Pete Holmes (CLOG), Simon Green (NLC), Chris Duffill (NELC), Cllr Richard Hannigan (NLC)

For Agenda Items: Andy Gutherson (LCC), Liz Draper-Smethurst (LEP)

Planning for Growth and Strategic Infrastructure Delivery Plan (SIDP)

This item was presented by Andy Gutherson, Director of Place Lincolnshire County Council. Andy was congratulated on his new role.

Planning for Growth - An update was given to the Greater Lincolnshire Leaders and Chief Executives at their last meeting and the combined ambitions of Greater Lincolnshire's growth were set out and agreed. Currently the overall approach is fragmented and individual plans and strategies should be brought together to form a Greater Lincolnshire Vision or Strategy. An example of the Leicestershire Spatial Plan is <https://www.llstrategicgrowthplan.org.uk/wp-content/uploads/2019/01/Final-LL-SGP-December-2018-1.pdf>. It was agreed that Greater Lincolnshire should be prepared to maximise the chances that Lincolnshire needs to be successful in accessing Government funding, ie from GLLEP, Homes England or other agencies or Government departments.

SIDP - A sub-group of HIG members, supported by Local Partnerships, will be meeting next week, which is being led by Andy Gutherson and Ian Fytche (CX of NKDC) and will look at which mechanism work and those that do not, also to look at the ambitions of different projects under the Strategic Infrastructure Delivery Plan (SIDP). Over 40 schemes have been identified and by the end of March 2019, these will have been prioritised and show how they are to be delivered. The SIDP will become a live working document, which can be added to when funding bids are available for those that are ready to be delivered.

MRN - Midlands Connect is also putting together a list of schemes for the Major Road Network. Lincolnshire County Council is looking at programming smaller projects which will fit the MRN criteria, but the North Hykeham Relief Road does not meet this.

A number of planning issues were raised as a barrier to some development namely, timescale of planning decisions, lack of common approach across GL.

Action: It was suggested that the Planning for Growth work would involve discussions with private sector developers in terms of ambition and deliverability.

Actions:

Circulate the Leicestershire Spatial Plan to Board - <https://www.llstrategicgrowthplan.org.uk/wp-content/uploads/2019/01/Final-LL-SGP-December-2018-1.pdf> (Sue Groves)

Offer from the LEP to facilitate a business voice session with the Planning for Growth team - (Nick Warboys, Herman Kok and Ursula Lidbetter) - Cathy Jones and Andy Gutherson

LEP Team to work with AG to explore the relationship and alignment between the SEP/LIS and the PLG and SIDP work - Cathy Jones and Andy Gutherson

Apologies and Declarations of Interest -

New board directors Gary Headland, Nick Warboys, and Debbie Barnes were welcomed.

Apologies were noted from Cllr Colin Davie, Cllr Rob Waltham, Steve Middlebrough and Sarah-Louise Fairburn. Full declarations of interest can be found at:

https://www.greaterlincolnshirelep.co.uk/assets/documents/LEP_Rols_LIVE_list_March_2018_.pdf

The LEP Board were reminded that declarations of interest are required as part of LEP governance and must be updated at least annually, and if anything changes to the LEP office at the earliest convenience. Ursula Lidbetter and Dean Fathers to update their Declarations of Interest as a result of verbal declarations.

Action: UL and DB to update ROI. (Sue Groves)

Minutes and Matters Arising (Paper 2)

The minutes of the 30th November 2018 were accepted as a true record following amendment.

Actions from previous minutes:

- High Street Regeneration Fund - £675m fund that only District Councils can apply for. PH has organised three workshops in order to bring policy colleagues to brief. These are to be held in Birmingham, Leicester and Sleaford (on 11th February) to which the LA's have been. There is £25m fund for Heritage High Streets.
- Judicial Review - SUFC have now appealed, papers have been received and responses have been sent. GLLEP now have to wait for the Court to consider whether the appeal goes ahead, which could take up to three months and if SUFC are given leave to appeal, this could take up to 12 months.
- MPs Engagement Plan - updated document circulated and any feedback to Ruth Carver.
- LEP team has written to projects that have a red flag against their performance asking for a detailed response, which will be considered at the February Investment Board and a report of the actions would be taken to the March GLLEP Board.

GLLEP Board Actions (Paper 2.1)

Actions were noted and will be updated for the next meeting

GLLEP Board Forward Plan (Paper 2.2)

This was noted by the Board members.

Actions:

- High Street Fund - LEP to write to the policy team ensuring that they are aware of rural and market towns high streets and small communities challenges and opportunities and the co-ordinating role that LEP would want to play in future rounds. Support of Heritage High Streets. (Cathy Jones)
- Recirculated the MP engagement plan for endorsement (Cathy Jones)

LEP Directors Report (Paper 3)

- Three Directors have been appointed to the LEP Board; Gary Headland (IoD & Lincoln College), Mrs Nick Worboys (Director of Development and Sales, Longhurst Group) and Sarah Louise Fairburn (Brand & Sales Director, L J Fairburn & Son)
- Appointments Committee have also made the following recommendations to LEP Strategic Boards:

- ESIF Committee Member - Prof Nigel Curry (Community Lincs)
- Visitor Economy Board - James Gilbert (Growth & Promotions Service Manager, ELDC) and Kimberly Vickers (General Manager at Lincoln Castle)
- Food Board - Nigel Terry (MD, Greenyard), Daniel Fairburn (CEO, Fairburn Eggs), William Burgess (Chairman, Produce World)
- Employment & Skills Board - interviews being held later in January 2019.
- The recently published National Assurance Framework requires LEPs to produce a diversity statement explaining how the LEP will ensure representation at Board level which is reflective of the local business community. It is recommended that a board member be nominated as a diversity champion. Board directors were asked to consider this and Dean Fathers volunteered for the role.
- Brexit - weekly reports are sent to the Government regarding intelligence in Greater Lincolnshire. BRO's, FDI and Business Lincolnshire gather the information to input into this report. RC also advised the Board that an intern from the University of Lincoln will be joining the LEP team for one day a week to assist gathering/collating this information.
- SAP - Government has also published an analytical toolkit to support Skills Advisory Panels to carry out high quality local skills analysis, which will be used by Skills Advisory Panels to fully understand and assess their skills needs and wider labour market challenges, now and in the future. The Secretary of State for the Department for Education has announced that Skills Advisory Panels will get £75,000 to analyse their local skills needs and priorities. **It was agreed that the ESB should be asked to become a skills advisory panel. Revised terms of reference and membership will be brought to the LEP Board for decision.**
- DF informed the Board that the NHS are looking to work with LEPs with regard to skills, which is welcomed in Greater Lincolnshire.

Annual Performance Review (Paper 3.1)

The Greater Lincolnshire LEP Annual Performance Review took place on the 10th January 2019 to review governance, delivery and strategy. From the LEP the Chair, the Chief Executive, and the Programme Manager attended, from the AB, the S151 officers and the accountable body lead attended. The note of the meeting was included in the Board Paper pack, and the process will need to be moderated, agree assessments before a decision on levels will be agreed. It is likely that there will be a formal review on delivery in six months' time.

LEP Review Presentation (Paper 3.2)

The Chair informed the Board on the current position with LEP geography and the removal of the overlap. After much discussion it was agreed that the LEP board would propose further work on options, and in particular focus on the strengths and collaboration opportunities between the two leps. The Chair planned to write to the Secretary of State to update him following today's board, and the Chair would seek agreement from the Humber LEP Chair to explore collaboration areas and mechanisms.

RC gave an overview of the actions from the Strengthening LEP Review Implementation Plan, in particular the agreed actions from the LEP Task and Finish Group on independent Secretariat and Legal Personality.

LEP Governance Review (Paper 3.4)

The Board was asked to approve the scope an Independent Governance Review and delegate authority to the LEP Director to procure. The Chair and the members of the LEP Review Task & Finish Group would be accountable for the LEP review, and report back to the LEP Board on recommendations. The budget allocation was agreed as up to £20k.

Actions

- CJ to write to MHCLG about the importance of market towns and smaller communities

within the HSF.

- DB to undertake the role of Diversity Champion at the LEP Board
- CJ to recirculate the MP engagement plan and get agreement on link MP's
- ESB to undertake SAP Function on behalf of the Greater Lincolnshire LEP - terms of reference and membership to be developed by the ESB and approved at the March 2019 LEP Board
- Chair to write to the SOS setting our position of the LEP Board, copying in the Lincolnshire MP's
- The LEP Board gave their approval for the LEP Director to commission an Independent Governance Review to the value of £20,000.

LEP Collaboration Approach (Paper 4)

The Board were asked to consider the broad areas of collaboration for the LEP team to take forward with partners. Collaboration with neighbouring LEPs and LEPs with similar interests is important to achieving our ambitions, although there is no formal collaboration currently.

The approach is to work with local stakeholders to agree areas of collaboration; this will involve conversations with local authorities and neighbouring LEPs with the aim of producing a statement of collaborations. The LEP Board are asked to agree the initial areas of focus:

GCGP LEP - SKDC and SHDC (and ultimately Rutland CC)

- Funding arrangements for South Kesteven, South Holland in relation to ESIF and Growth Fund finances from CPCA LEP function.
- Transition arrangements relating to Rutland potential transfer from CPCA LEP function to the Greater Lincolnshire LEP.
- A1 growth corridor, A17 arrangements around co-ordination of strategy, policy and funding
- A47 Strategic Alliance and connectivity of the A16 and A15 to the A47.
- Skills, HE and business engagement is critical.
- Automation and Robotics in the Food Sector.

D2N2 LEP - GLLEP

- A46 Corridor and employment growth.
- Manufacturing Sector.

Humber LEP and GLLEP

- Ports and Logistics, Manufacturing and Energy Sector.
- Transport Connectivity - A15/A46.

Humber, GLLEP and North York and Yorkshire LEP

- Rural.
- Coastal
- Energy
- Food
- Ports and Logistics

- Closer engagement with Midlands Connect, Midlands Engine and the Northern Powerhouse.

Action: The direction of travel was agreed, with any formal collaboration proposals being presented to Board to discuss.

Delivery of the EP AgriFood Sector Plan (Paper 5)

The Board also noted the progress of the LEP Food Board.

The LEP Board considered the change to the Terms of Reference to the Greater Lincolnshire LEP Food Board and this was agreed.

Action : The LEP Board approved the change in terms of reference for the Food board, and change in membership between two further groups CAT (commercial Agrifood Tech) and Agriculture and Horticulture Forum - Kate Storey

Enterprise Adviser Network (Paper 6)

Liz Draper-Smethurst Enterprise Co-ordinator for the LEP attended the meeting for this item

The Government Careers Strategy was released in December 2017 and was developed in partnership with the Gatsby Charitable Foundation, therefore the subsequent Statutory Guidance released in January 2018 stated that the Gatsby Benchmarks be used as a framework for good practice to ensure schools were meeting their duty.

One of the statutory duties identified in the new guidance, states that by September 2018 all schools and academies should appoint a careers leader to co-ordinate their careers programme and that their details, along with details of the careers programme and their provider access policy be accessible on their website. The role of the Enterprise Coordinator (EC) is to recruit and partner volunteer business leaders (Enterprise Advisers) with school's careers leads, assisting them strategically to build a careers plan and gain meaningful encounters with employers to help young people learn more employability skills and understand the local labour market.

The EC role involves understanding the school's starting point, needs and strengths of the schools and their CEAIG to be able to identify key areas for development and also make the best match with an Enterprise Adviser. This has been done with information from the Compass and Tracker tools shared with the EC, school meetings and also completion of a schools provision survey devised by the EC to identify gaps in the Compass report.

The EC has been in post with the LEP team since September 2018 and is making good progress. The target is 20 schools and the area has been established as East Lindsey, West Lindsey, North Kesteven, Lincoln and Boston. To date, 6 schools have been visited to:

- Look at career plan/strategy with Enterprise Adviser.
- Schools - some let their pupils do work experience and some do not, should look at the entire career path and assist schools to reach benchmarks.
- To increase employability, skills and understand what is available in the world of work/labour market.

Comments:

- ❖ Ensure that when careers advice is given, advice on self-employment is given. LDS informed the Board that she is looking at entrepreneurial areas and how businesses can start up and develop.
- ❖ Board members were very supportive of this project.
- ❖ Request that FE colleges be involved.

The LEP Board was asked to consider whether there is an ambition to have full coverage across Greater Lincolnshire. It is estimated that a further two full time posts would be needed to provide coverage across Lincolnshire beyond March 2019 and to work with all schools in Lincolnshire. 50% of any salary costs would be matched by the CEC until August 2020 (CSR). The LEP team have written to local partners to seek the understanding of the ambition on coverage across Lincolnshire and if there is sufficient interest to match fund.

Action:

- The Board noted the progress of the existing Enterprise Co-ordinator, and subject to match

funding from other partners supported an ambition of full coverage across Lincolnshire subject to contribution from partners.

AOB

There is to be an inaugural Health & Care Enterprise Board to be held at the University of Lincoln on the 27th February and board directors were asked to feedback to the LEP Team any potential private sector members that were large or international or potential investor operating in health

The meeting was closed.

DRAFT

Outstanding Actions from GLLEP Board Meetings					
Date	Item	Action	Update	Actioned by	Status
2018		<ul style="list-style-type: none"> Assurance Framework Training for LEP Board and Investment Board Directors 	Once LAF is agreed - training can be arranged	Halina Davies	
30/11/18	Minutes	<ul style="list-style-type: none"> Chair & LEP Director to continue to work with local partners and the Humber LEP to find a resolution, and particularly explore the collaborative option Agreed to the contents of the Brexit Action Plan and agreed to receive a proposal for a detailed business survey in the new financial year. 	<p>Ongoing</p> <p>Later date</p>	<p>Chair and CX</p> <p>James Baty</p>	
25/01/2019	Minutes	<ul style="list-style-type: none"> Circulate the Leicestershire Spatial Plan to Board members. LEP to facilitate a business voice session with the Planning for Growth Team. High Street Fund - LEP to write to MHCLG about the importance of market towns and smaller communities within the HSF. Recirculate the MP Engagement Plan for endorsement. 	<p>completed</p> <p>Underway</p> <p>Completed</p> <p>Completed</p>	<p>Cathy Jones/ Andy Gutherson</p> <p>Cathy Jones</p> <p>Cathy Jones</p>	

**Greater Lincolnshire Local Enterprise Partnership
Board Decision Log - Public**

Date	Decision	Decision Made
30/11/2018	LEP Board	<p>The Board made the following decisions: <u>Recommendations made were agreed regarding geography issue:</u></p> <ul style="list-style-type: none"> • Preferred position should remain the Greater Lincolnshire geography. • Split geography should be explored with the Humber LEP as a solution to remove the overlap, ensuring the integrity of Greater Lincolnshire and the Humber remains intact. • Merger option unlikely to be deliverable, given the lack of support from a number of local authority partners at this stage. • Lincolnshire option was not supported due to the scale and reduced focus. • Strong and, where necessary, formal collaboration be developed between Greater Lincolnshire LEP and its neighbouring LEPs, on energy and manufacturing with the Humber LEP, coastal and rural with the Humber and Yorkshire LEPs, agri-food and agri-tech and housing growth and infrastructure with GCGP LEP. All collaboration agreements and MOUs will be developed with the authorities involved. <p><u>LEP Directors Report</u></p> <ul style="list-style-type: none"> • Phil Ball of Metsawood, Boston and Melanie Weatherley of Walnut Care join the Employment & Skills Board. • The MPs Engagement Plan be approved subject to a public and private sector link member and the production of a communications and engagement plan. • The Policy for the Appointment of LEP Directors and Board members be approved. • The Policy on Confidential Reporting be approved. <p><u>Growth Deal Programme Review</u></p> <ul style="list-style-type: none"> • Board agreed the LEP team would write to projects that have a red flag against performance asking for detailed response to be considered at the Board in February. <p><u>Greater Lincolnshire Energy Strategy</u></p> <ul style="list-style-type: none"> • Agreed the Energy Strategy be approved subject to input from partners.
25/01/2019	LEP Board	<ul style="list-style-type: none"> • Three Directors appointed to the LEP Board: Gary Headland (IoD & Lincoln College), Mrs Nick Worboys (Director of Development & Sales, Longhurst Group) and Sarah Louise Fairburn (Brand & Sales Director, LJ Fairburn & Son) • Dean Fathers to undertake the role of Diversity Champion at the LEP Board • Approval given for the LEP Director to commission and independent Governance Review to the value of £20k. • Subject to match funding from other partners, an ambition of full coverage across Lincolnshire for further Enterprise Co-ordinators.

Paper 2 - Report from the Chair and the Chief Executive

Recommendations: LEP Board Directors are asked to note the content of this report and to consider the following items for decision

- 1) That the LEP works with the Lincolnshire LA Chief Executives Group to develop the place element of the LIS and an approach on the Stronger Towns Fund**

1 Chairs Meetings

The Chair met with Sir John Peace of Midlands Engine to discuss Lincolnshire, and in particular the Ports of Immingham and Grimsby. The Chair also met with the leader of SKDC and the CX of SKDC to discuss priorities within the SKDC, and working with the LEP. The chair also represented all LEP's at a national meeting of the Food and Drink Council.

2 Area One – Policy & Strategy

Stronger Towns Fund Last week Government announced details of a £1.6 billion (allocation and competition) capital and revenue fund for towns across England from 2021. The Fund will support towns to create new jobs, help train local people and boost growth. There are two pots

Allocate Pot £1 billion – The government hope to release LEP level allocations in the next week or so. The East Midlands allocation is circa £110 million (3 leps 4 counties). Small amount of funding available next year but mainly after CSR in 2021 for six years. The government are testing with ministers the release of a technical note on allocation methodology alongside the release of the lep level allocation. It is likely that there will be some indications of which approved towns should be prioritised. The East Midlands allocation per head is low, and the concern maybe that this methodology used would be replicated in the allocation of the UKSPF.

Competitive pot £0.6 billion - All areas of England are eligible: Government will publish a prospectus in the summer, about how it will operate, and what the criteria and principles are.

Recommendation 1: LEP Board Directors are asked to support the recommendation that the once the allocations at LEP level are confirmed that the LEP and the Greater Lincolnshire Local Authorities consider what we can be doing to be ready to utilise the fund. The strategy for the fund will be the LIS, therefore co-ordinate energy towards LIS, and in particular the place element within the LIS is the first area to concentrate on. The focus would be to look at the strengths/challenges within Towns, ie where are the jobs, where do people live, where do they learn etc etc.

IOT Bids - Funding to create Institutes of Technology has been made available by Government to significantly increase the number of learners with higher level technical skills, which are crucial to national, regional and local productivity growth. They will deliver STEM-related training at Level 4 and 5, will have both HE university and FE College partners, and must be employer-led. The Greater Lincolnshire bid sees a collaboration of all FE Colleges and the University of Lincoln, and sites will be located right around the area, based at, but separate from, existing FE College and Oulu sites. The Lincolnshire Institute of Technology (LIT) will be a landmark institution, creating a step change in the skills provision and productivity of Greater Lincolnshire, and involving over £41m of investment. The £14.9m sought from DfE as capital funding will leverage £26.3m of additional investment through LIT partners. Greater Lincolnshire submitted a bid as one of the 16 bids nationally, and 12 are expected to be successful. Interviews were held last week and announcements are expected in March 2019.

BREXIT – Against an ongoing backdrop of uncertainty, we have been focusing on gathering business intelligence for BEIS and have created an area on the LEP website to keep our businesses informed. <https://www.greaterlincolnshirelep.co.uk/whats-new/brexit-guide/>

Paper 2 - Report from the Chair and the Chief Executive

Business Intelligence - The majority of the Business Intelligence focus over the past few months has been in relation to Brexit, however the latest Greater Lincolnshire briefing, covering wider national intelligence is attached as an appendix 1. -It is important that all LA Economic Development teams continue to feed into the business intelligence function in respect of intelligence on expansions, issues, investment plans and economic shocks. The agri food sector is under real pressure, not all due to Brexit, but Brexit is creating a lot of uncertainty and change due to the lack of clarity on future trade and labour supply. The gyrations of the exchange rate is also very hard for this sector.

Business Lincolnshire, the business support arm of the LEP continue to offer support to business and are running preparedness workshops. Government have been updating guidance on Brexit on an almost daily basis, which has been disseminated via the LEP site and Business Lincolnshire site. Below is an overview of the current business intelligence from businesses in Greater Lincolnshire, with a particular view on Brexit:

Staffing - The main concerns are from businesses using recruitment agencies, with those agencies struggling to find the level and quality of staff needed. This is mainly due to some Eastern European workers returning home, lowering the number and quality of staff the agencies have. Currently the government are advising that EU citizens living in the UK should apply to the EU settlement scheme, to continue living in the UK after 2021. The scheme will be fully open by the 30th March 2019 and close on the 30th June 2021. A toolkit has been set up for employers to support their EU staff and their families to apply for the scheme. If the UK leaves without a deal, then it will only be open to EU citizens that are currently living in the UK before the 29th March 2019 and the deadline will be shortened to 31st December 2020.

Future trade relations & custom delays - Numerous concerns have been raised about the possibility of goods being delayed leaving the UK and entering EU countries. This has led to manufacturing businesses stockpiling parts or foreign customers delaying orders, until they know clarity on future trading relationships. The Government is still working towards a deal, which it proposed in its white paper (July 2018). If an agreement is reached, it means when the UK exits the European Union there will still be free trade between the two areas and no custom delays. If the UK leaves without a deal, it means after the 29th March 2019 businesses will need to apply the same customs and excise rules when moving goods between the UK and non-EU countries. There are various schemes that businesses would need to apply for which can be found on the Government website.

Delayed Investment and Stockpiling - Concern has been raised about delayed investment, mainly re investing in new plants. This has come from foreign businesses that own plants in Greater Lincolnshire or are considering opening new plants. There has also been feedback about businesses stockpiling stock; this is due to worry around trade relations post Brexit, or delays that might occur during transition.

Manufacturing - Although the Government is working towards a deal with the European Union it has instructed exporters and importers to the EU, to prepare now for if there is a no-deal situation. This includes; registering for a 'UK EORI' number, deciding if you want to hire an agent to make import/export declarations for you and contacting the organisation that moves your goods in and out of the country to see if you need to supply any extra information.

Agriculture/Food - The agriculture industry will face issues if the UK left the European Union with no-deal. DEFRA have produced a guide to food labelling on exports post UK leaving the European Union, as well as the Governments technical notes. The National Farmers Union has also produced a technical guide which covers: labour, trade and regulation for both a deal and no-deal. This includes specialist advice including exporting GM & organic foods as well as haulage information. Economic shocks such Fresh Cook, Holbeach St Marks 680 jobs in consultation -160 salaried and 520 weekly paid – at the site but Bakkavor is confident they can offer alternative operational roles to all the impacted weekly paid employees at our other sites in Lincolnshire due to our labour

Paper 2 - Report from the Chair and the Chief Executive

requirements in the area. Tulip meat plant in Boston – owned by Danish Crown - 464 jobs are at risk due to a loss of contact with Marks & Spencer.

Housing - The Chancellor's Spring Statement included a commitment to new carbon and energy efficiency standards for new-builds by 2025, in the form of a Future Homes Standard, which will be subject to consultation later this year. Also announced was a £3bn Affordable Housing Guarantee Scheme to support 30,000 homes. This reintroduces a coalition scheme which lowered borrowing costs for housing associations but was abolished in 2015.

3 Area Two - Performance

Actions against the SEP 2017-18	Ranking
1 LEP Activity, Business Engagement and Media	Green
2 Growth Deal Performance	Amber
3 Growing Places Fund	Green
4 Feasibility Funding	Green
5 ESIF	Green
6 Skills	Green
7 Delivery Programmes	Green

1 LEP Activity, Business Engagement and Media

LEP Board Lead - Ursula Lidbetter, LEP Exec Lead - Ruth Carver

The LEP Review, LIS, pipeline projects and Brexit intelligence have been at the fore of the secretariat over the last 2 months. Procurement of LIS evidence, analysis and support in drafting the final strategy is underway, along with financial year end, annual report, budget planning, renewing declarations of interest and beginning to shape the LEP Conference.

The LEP and Business Lincolnshire are also hosting two significant conferences before the end of March - Manufacturing on 22nd March and Visitor Economy on 27th March.

The following Comms activity has taken place since January:-

Book your place at Manufacturing Conference -

<https://www.greaterlincolnshirelep.co.uk/whats-new/book-your-place-at-manufacturing-conference/>

New Year, New Directors join LEP Board - <https://www.greaterlincolnshirelep.co.uk/whats-new/new-year-new-directors-join-lep-board/>

Digital Skills Centre officially opens - <https://www.greaterlincolnshirelep.co.uk/whats-new/digital-skills-centre-officially-opens-thanks-to-the-lep/>

Government Funding secures future of University Campus -

<https://www.greaterlincolnshirelep.co.uk/whats-new/government-funding-secures-future-of-university-campus/>

LEP Leaders brief the PM on Local Industrial Strategies -

<https://www.greaterlincolnshirelep.co.uk/whats-new/lep-leaders-brief-the-prime-minister-on-local-industrial-strategies/>

Heritage Conference at Doddington Hall - <https://www.greaterlincolnshirelep.co.uk/whats-new/heritage-conference-at-doddington-hall/>

Paper 2 - Report from the Chair and the Chief Executive

£1m Government Funding opens up Enterprise Park Land -

<https://www.greaterlincolnshirelep.co.uk/whats-new/1m-government-funding-opens-up-enterprise-park-land/>

Team Lincolnshire deepens London Business Links -

<https://www.greaterlincolnshirelep.co.uk/whats-new/team-lincolnshire-deepens-london-business-links-at-lunch/>

Help for Employers to attract talent to Lincolnshire -

<https://www.greaterlincolnshirelep.co.uk/whats-new/help-for-employers-to-attract-talent-to-lincolnshire/>

Support on offer for Foreign-Owned Businesses -

<https://www.greaterlincolnshirelep.co.uk/whats-new/support-on-offer-for-foreign-owned-businesses/>

First workshop for Health and Care Enterprise Board -

<https://www.greaterlincolnshirelep.co.uk/whats-new/first-workshop-for-health-care-enterprise-board/>

Grantham's University Centre moves closer - <https://www.greaterlincolnshirelep.co.uk/whats-new/granthams-university-centre-moves-closer/>

Work starts on crucial £8m Humber Link Road -

<https://www.greaterlincolnshirelep.co.uk/whats-new/work-starts-on-crucial-8m-humber-link-road/>

Banging the drum for Greater Lincolnshire at MIPIM -

<https://www.greaterlincolnshirelep.co.uk/whats-new/banging-the-drum-for-greater-lincolnshire-at-mipim/>

LEP appoints new Board Director to lead its Digital Strategy -

<https://www.greaterlincolnshirelep.co.uk/whats-new/lep-appoints-new-board-director-to-lead-its-digital-strategy/>

Local Industrial Strategy will transform Greater Lincolnshire's Economy -

<https://www.greaterlincolnshirelep.co.uk/whats-new/local-industrial-strategy-will-transform-greater-lincolnshires-economy/>

Top Tips for Investing in Lincolnshire - <https://www.greaterlincolnshirelep.co.uk/whats-new/top-tips-for-investing-in-lincolnshire/>

Brexit Guide - <https://www.greaterlincolnshirelep.co.uk/whats-new/brexit-guide/>

2 Growth Deal Performance – Amber

LEP Board Lead – Ursula Lidbetter, LEP Exec Lead – Halina Davies

A detailed breakdown of year end performance will be discussed at the Investment Board on 29th march, and reported to the May 2019 LEP Board.

3 Growing Places Fund – Green

LEP Board Lead – Ursula Lidbetter, LEP Exec Lead – Cathy Jones

Investment Board approved an Expression of Interest for a new loan to CATRA RE for a site in the centre of Boston in January and invited the applicant to submit a full application which is expected in May.

4 Feasibility Funding - Green

Paper 2 - Report from the Chair and the Chief Executive

LEP Board Lead – Ursula Lidbetter, LEP Exec Lead – Cathy Jones

Funding will begin to be scoped, pending confirmation of the LEP project pipeline

5 Skills – activity ongoing

LEP Board Lead – Herman Kok, LEP Exec Lead – Clare Hughes

European Social Fund (ESF)

A number of ESF projects are coming to an end on 31st March 2019 and in anticipation of this we agreed to "opt-in" to a second stage of match funding from the Education and Skills Funding Agency which allows us to co-commission 4 new ESF projects. Procurement of 3 of these projects (by the ESFA) is complete and delivery is expected to begin on 1st April, until at least 31st July 2021

A separate report summarising the impact and reach of the current projects will be provided to the next LEP Board.

New projects:

Title	Contract Value	To Engage	Won by
Skills Support to the Unemployed 16+	£3,150,000	2077 jobseekers	People Plus
Support to NEET (Not in Employment, Education or Training) 16+	£1,620,000	1029	CLIP, Community Learning in Partnership
Skills Support to the Workforce (any age)	£7,200,000	3925	Hull College

Work Experience and Inspiration Workshop

Employment and Skills Board (ESB) member Simon Telfer of Branston Ltd hosted a workshop on behalf of the ESB in February. The workshop was attended by Year 10 and 12 pupils, careers leads and teachers as well as employers. The aim of the session was to understand the barriers that each group face around work experience or any kind of work inspiration. One of the largest barriers to young people and schools was knowing the names of local business and the right person to contact. Full recommendations will be available shortly.

Working with Schools - Enterprise Coordinators

An Enterprise Coordinator meets with secondary schools in a LEP area and links them up with an employer who will help them to think about working with employers. The LEP's first EC attended the last LEP Board meeting. Two more EC's are currently being recruited so that all secondary mainstream schools in Lincolnshire will have access to an EC. For businesses to volunteer to work with schools in this way contact Liz.Draper-Smethurst@lincolnshire.gov.uk Tel: 07557 169914.

Activity will be captured monthly and reported to board in this paper going forward.

Activity	Target	Achieved	
		Cumulative (1st Oct 18 to date)	Since 25th January 19 to date
Establish Enterprise Adviser and Recruitment plan	30 April 2019		
Number of school visits	45	14	7
Number of EAN schools completed Compass	20	7	3

Paper 2 - Report from the Chair and the Chief Executive

Number of Schools completed Tracker	20	3	3
Number of schools signed MoU	20	6	4
Number of employer 1-1 sessions	20	4	3
Business networking events attended	5	3	2
Provider/stakeholder meetings/events attended	15	15	5
Potential Enterprise Adviser contacts	50	25	15
Number of Enterprise Advisers recruited	12-15	3	1
Number of schools matched to Enterprise Adviser	10	0	0
Number of schools meeting Benchmark 5	5	1	0
Number of schools meeting benchmark 6	5	1	0
Enterprise Adviser Network meetings	2	0	0
Schools signed up or in process of signing MoU:			
<ol style="list-style-type: none"> 1. Haven High Academy, Boston, 2. Banovallum School, Horncastle, 3. Priory City of Lincoln Academy, Lincoln, 4. De Aston School, Market Rasen, 5. Kesteven Sleaford High School, Sleaford. 6. Sleaford Carres Grammar, Sleaford 7. Skegness Academy 8. Boston High School 9. Gainsborough Academy 			
Other Activity			
<ol style="list-style-type: none"> 1. STEM project planned with Triton Knoll and NE Lincs EAN for schools Grimsby, Skegness, Boston. Will be a sustainable toolkit which STEM teachers are helping to devise based on their needs to promote STEM learning, STEM careers and Women in STEM. 2. Attended two day EC training in Leeds last month. 3. Joint working with LincHigher officers from NCOP (Remit to promote FE and HE opportunities including apprenticeships) in Lincolnshire schools and supported their recent Parental Engagement event in Skegness. 4. Assisted Richard Hughes, the CEC Education consultant in meeting with stakeholders to help build picture for the CEC Hub bid and Greater Lincolnshire Careers Network. 5. Supported World of Work Careers Event at Boston for Boston Schools on 14/2/19. An interactive Careers event run by STEM Ambassador Network and LincHigher attended by 1000 students and over 20 providers and businesses. 6. Three free events for schools in Gainsborough, Boston and Horncastle arranged with Commando Chef Mike Heaton on careers in the Royal Marines and in fitness industry, Healthy Eating and cooking 1/2/4 April. 			

Skills Spotlight

We have developed a new monthly skills newsletter to raise awareness of the wide range of initiatives that are taking place. Register on the LEP website for updates
<https://www.greaterlincolnshirelep.co.uk/get-updates/>

Career Hub Bid

LEP Directors may recall that last year we bid to secure some funding from the Career and Enterprise Company (CEC) for a Career Hub. A Career Hub aims to bring 20 – 40 schools together (either virtually or in a network) to increase performance across all of the Gatsby benchmarks. The CEC provides 100% funding for a Career Hub lead who will make sure the hub delivers what it sets out to. The first round was highly competitive and we were not successful at that time. A second round of funding has opened and the CEC has supported some LEPs, including our own, by providing 10 days of consultancy support to help develop the initial bid ideas. We have submitted a bid, and attended interview in London on 14th March. Funding is initially for one year only. Results are expected after Easter.

Paper 2 - Report from the Chair and the Chief Executive

In parallel to this LEP officers have been working in partnership with a number of organisations involved in delivering advice to schools on careers education to develop a framework for working together.

6 ESIF – Green

LEP Board Lead – Pat Doody, LEP Executive Lead – Susannah Lewis

European Regional Development Fund – Following the closure of the November 2018 call, projects requesting over £11.6 million grant have been asked to come forward to full application stage. These projects include the Advanced Engineering R&D Centre; SMART Lincs, focused on innovative SMART infrastructure technology; the continuation of successful business support schemes all linked to the Growth Hub and environmental/biodiversity improvements to the Lincoln Western Growth Corridor.

We have committed over 85% of our overall ERDF allocation to Greater Lincolnshire projects. We have now been told that a further local call is more likely to be Spring/Summer 2019 where we would hope to commit any remaining unallocated funds. MHCLG have offered to do a local workshop with technical assistance staff specifically focused on Priority Axis 5 Promoting climate change adaptation, risk prevention and management which is an area where nationally and locally it has been difficult finding schemes that fit with local strategic priorities and that meet ERDF eligibility criteria. It is still anticipated that further national calls may then be announced to take up underspends nationally but this is yet to be confirmed.

European Agricultural Fund for Rural Development - Our LEADER programmes are still closed to new applications (as at 1st September 2018) but as the assessment process has taken place, a number of projects have been withdrawn (often due to planning/match not being in place). Lincolnshire LEADER Local Action Groups are currently discussing whether we open with a short call window to take up any recently unallocated funds. If this is agreed, calls and any specific call criteria will be publicised on the Greater Lincolnshire LEP website.

A decision has not been reached about when the second round of the Countryside Productivity small grant will be launched. It was originally anticipated to be early this year but the Rural Payments Agency now think that it looks like it will be at least May 2019 until this is announced.

European Social Fund – There was an uplift to the LEP allocation from £45m to £47.5m, due to exchange rate re-evaluation. The majority of this programme has been allocated to opt in partners to deliver. The first tranche of the £18.1m allocated within the programme will be coming to an end over the next 6 months. Extensions to certain ESFA contracts have also been made to this tranche, to allow for extended delivery.

We are now in the process of looking at how we manage the rest of the LEP allocation. We have, since the last ESIF Committee meeting, entered into discussion with the Federation of Lincolnshire Colleges, North Kesteven District Council, and Lincoln College to explore different lines of enquiry. We are also following up an opportunity flagged up through the Managing Agent, and the National Lottery Community Fund (BLF). We would be looking to develop a set of Direct Bid calls for ESF in June, if the discussion go well.

7 Greater Lincolnshire Delivery Programmes

Team Lincolnshire – Green

Paper 2 - Report from the Chair and the Chief Executive

Team Lincolnshire – The recent focus has been to concentrate on a number of key messages to promote the area; focusing on facts such as property prices overheating in the South East, rent and land values ever increasing and companies and investors looking for opportunities elsewhere – where they can gain healthier returns and possibly face less risk for their investment.

Over 80 guests including Team Lincolnshire members and key contacts from London and the South East attended the networking lunch in London on 18th February. The keynote speaker was Liam Scully, Chief Executive of Lincoln City Football Club – one of the newest Team Lincolnshire members. In his presentation, Liam provided an insight into the meteoric rise of Lincoln City FC and the economic impact it is having on our region.

Team Lincolnshire attracted 22 sponsors to support our presence at MIPIM in March. The team hosted a number of events including our famous Lincolnshire Brunch at the Grand Hotel on Wednesday 13th March as well as participating in events within the Midlands UK Pavilion. A fuller update on this activity will be available for the May board.

Business Lincolnshire - Green

LEP Board Lead Prof Mary Stuart LEP Executive Lead Samantha Harrison

We continue to receive excellent feedback from the High Growth Scale Up Programmes and continue to plan additional activity for this group. We are now able to offer additional support in the form of DISC personality profiling and Digital Marketing Transformation and Strategy as well as the PR workshop that will develop their abilities to work with media organisations to tell their good news stories and raise the profile of their respective businesses. We are considering how best to keep the ever growing alumni community in contact with each other, to maintain the benefits of the peer to peer connections. We will continue to monitor the results of the programmes over the coming months.

The team are focussed on the delivery of two high profile events in March – the Manufacturing Conference on 22nd March being held at Sleaford Quality Foods and the Visitor Economy Conference on 29th March at Doddington Hall and have started to develop early plans for a Digital Conference in November, on the theme of Digital Transformation. These larger events are in addition to a range of smaller workshop events that provide businesses with assistance on a wide range of topics.

Also at the end of March, is a high profile visit by the Governor of Hunan Province, China, which will coincide with a business matching event being organised by the Department of International Trade, to match Lincolnshire and wider East Midlands businesses with Hunan buyers. A Lincolnshire business that specialises in the manufacture of horticultural fertilisers, will be announcing an export agreement with Hunan Province as part of this delegation.

Following on from the 2017 Hotel Study, Business Lincolnshire has commissioned 2 studies, 1) Reviewing the existing pub accommodation, creating a development guide and running 2 pub accommodation develop workshops. 2) Greater Lincolnshire Pubs – Sites & Premises Study- including redundant pubs and disused historic buildings and investigation into heritage funding models.

Paper 2 - Report from the Chair and the Chief Executive

Our two current ERDF programmes continue to perform well. We are focussing for the next quarter on moving as many existing clients through the business support pipeline to maximise the project outputs, whilst we put plans in place to close the old project and commence the new one with a seamless transition. We are pleased to confirm that the new European bid for £5.28m for Phase 2 of our Growth Lincolnshire Business Support Programme has now been approved and we are just awaiting the Grant Funding Agreement from MHCLG. This programme will commence from 1st July and will extend the activity for a further 3 years. It includes advisory support, specialist advice, mentoring support, events activity and business growth grant funding.

The Board are asked to note that the Growth Hub is not reporting on updated figures for this board as reporting has now moved to a quarterly MI collection for BEIS and partners and so this will revert quarterly going forwards. Whilst there has been an increase in figures and activity since the previous report in January, this will not be reflected until after the end of March as the Board have already received data to the end of Dec 18 within the January report.

Inward Investment – Four FDI visits took place during January and February, one of these were to a new company that previously we had no relationship with. Two visits are currently scheduled to take place in March and both of these are companies we have not had a close relationship with in the past. Five FDI inward investment enquiries have been received during January and February 2019 and four of these have had potential sites put forward. In addition, throughout this period the LEP have been made aware of five potential expansions/investments by indigenous FDIs. Lebus Upholstery based in Scunthorpe who are part Dutch owned specialise in making suites and chairs for the retail industry. They currently make 1900 suites a week and have 486 FTE permanent staff. Customers include SCS, Oak Furniture Land, Argos, Easy Living, Harvey Norman and 50+ independent companies. The company invested £1.5m in 2016/17 and took on a further 40 people. A further £1.6/7m has been invested over the last 2 years on equipment and they will be investing a further £1m this year in a third Italian wood cutting machine. In addition they would like to create a mezzanine to reconfigure their lines and make a dedicated area for their apprentices. This is likely to bring further job creation.



Department for
Business, Energy
& Industrial Strategy



Ministry of Housing,
Communities &
Local Government

Cities and Local Growth Unit
1st Floor, Fry Building, 2 Marsham Street,
London,
SW1P 4DP

11 March 2019

Ruth Carver
LEP Director
Greater Lincolnshire LEP

By email

Dear Ruth

I would like to thank you, Ursula and the Accountable Body for participating in the Greater Lincolnshire LEP Annual Performance Review this year. With the publication of *Strengthened Local Enterprise Partnerships*, it has been a year of significant change and I am grateful for your continued cooperation. Your participation in the LEP Network Working Groups has helped greatly in shaping this year's assurance processes, culminating in the publication of the revised National Local Growth Assurance Framework.

As with last year, I am writing to communicate formally the outcomes of the 2018-19 Annual Performance Review, and to set out the actions that are required. The agreed note of the Annual Performance Review is attached. Alongside the Section 151 Officer letters to the Accounting Officer, the outcomes of the Annual Performance Reviews will be used to inform recommendations for funding for the 2019-20 financial year.

Performance Review

As set out in the 2018-19 Annual Performance Review Guidance, following the Annual Performance Review meeting, officials in the Cities and Local Growth Unit undertook a review to look at the performance of each LEP across the three themes: governance, delivery and strategy. Following feedback and wider discussion, it was decided not to award an overall marking for this year as initially indicated. It was felt that this was a fairer representation allowing the LEP to focus on each individual theme.

The review also sought to highlight any areas where there may be need for further development or where there is good practice to be shared. This involved reviewing the information provided for the Annual Performance Review meeting along with other sources including Spot Checks on compliance with the National Assurance Framework, Growth Deal data submissions and LEP governance processes and policies.

Following the conclusion of the Annual Performance Review process we have determined that the LEP is compliant with the National Assurance Framework. Feedback under each theme is set out below:

Governance

The LEP's governance is considered to be good.

The LEP continues to demonstrate several strong features on governance, with its leadership committed to good governance and continuous improvement. It also receives strong support from the Accountable Body and the Section 151 Officer is engaged and regularly attends Board meetings. It is positive to note that the LEP has committed to undertake an external governance review in 2019. The LEP has also made good progress in filling vacancies and addressing the gender and age diversity challenges in response to the LEP Review, although there remains more to do here.

Arising from the Annual Performance Review, the following actions and feedback were identified:

- Board Membership: two of the private sector board positions remained vacant without a clear reason for a long period which was a concern. The LEP should continue to demonstrate effective succession planning and maintain current work to drive increases in diversity, to ensure that any gaps in membership are minimised.
- Local Assurance Framework: LEP Board to approve a revised Local Assurance Framework by 31 March 2019, including a clear statement on legal personality, independent secretariat and scrutiny arrangements, that meet the expectations of the LEP Review and comply with the revised National Local Growth Assurance Framework.

Delivery

The LEP's delivery progress is considered to require improvement.

Whilst the LEP outturn has met allocation targets this has only be achieved through the considerable use of section 31 flexibilities. You have also not been able to rebalance the capital offsets planned for this year and this will not be initiated until next financial year.

We are pleased to see that the LEP and Accountable Body have overseen a comprehensive mid programme review (resulting in reprofiling of spend and outputs); agreed the implementation of a more robust approach to programme and risk management and have taken more active management of the project pipeline. Whilst this is a positive it is unfortunate that the work was not done sooner. The LEP and Accountable Body have confirmed that whilst further slippage is not anticipated and that the capital offsets are intended to be fully rebalanced over the next two financial years, we will need to keep this under review during next year. We propose having an additional meeting at the midway point of next year to assess progress.

Arising from the Annual Performance Review, the following actions and feedback were identified:

- Programme and Project Delivery: LEP and Accountable Body to agree and implement an improvement plan with the Cities and Local Growth Unit by 31 March 2019. The plan will include actions and targets relating to levels of

commitments, expenditure and outputs. LEP and Accountable Body to meet with Cities and Local Growth Unit to review progress against the improvement plan, informed by the quarterly data returns, in May 2019 (Quarter 4) and August 2019 (Quarter 1).

- Programme and Risk Management: as part of the improvement plan, the LEP and Accountable Body will need to regularly update Cities and Local Growth Unit on the development and implementation of the enhanced programme and risk management procedures.
- Project Pipeline: LEP to confirm revised project pipeline following approval by the LEP Board by 31 March 2019.
- Communications and Branding: the LEP has made good progress in demonstrating compliance with the Government's guidance. The LEP needs to ensure it and its project sponsors continue to adhere to all requirements and provide pictorial evidence of compliance with branding.

We will work with you to agree an action plan detailing how the LEP intends to approach the areas of improvement.

Strategy

The strategic impact of the LEP is considered to be good.

The LEP has shown several strong features on strategy. In preparation for developing your Local Industrial Strategy you have made good progress in gathering and analysing evidence, undertaking initial stakeholder engagement and publishing a prospectus and call for evidence. You have worked closely with the Humber LEP and have committed to strengthen collaboration with them and with the Cambridge and Peterborough Business Board and other LEPs to identify shared interests and the opportunity for joint action including continued engagement in the Midlands Engine.

The following actions and feedback were identified:

- LEP Geography: once the current overlap has been resolved, the LEP will need to reflect this in the development and focus of its Local Industrial Strategy and opportunities to strengthen collaboration.
- Local Industrial Strategy: the LEP should continue to provide regular updates and maintain engagement with Cities and Local Growth Unit on progress on the development of its Local Industrial Strategy and the refresh of its SEP and other strategies. Cities and Local Growth Unit will respond to LEP requests for support and challenge, drawing in other Government Departments as appropriate, to support the development of its Local Industrial Strategy.

Next Steps

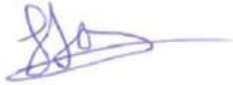
The previous sections of this letter set out some areas where we would like you to focus over the next twelve months and my team will be in touch to follow-up this letter. If you have not already done so you should publish the joint assurance statement you wrote with the LEP Chair ahead of your Annual Performance Review on the LEP website. You will receive further information on the decisions relating to your Local Growth Fund and core funding allocations for the 2019-20 year shortly.

As part of the Annual Performance Review preparation we asked you to provide us with information on where Government could better support you to fulfil the ambitions of your place. We have noted this feedback and will continue to work with you to explore these

issues over the coming months. Further, we are committed to working with you over the coming months to support you to deliver local priorities and develop your area's Local Industrial Strategies.

I take this opportunity to remind you of the importance of following the communication and branding guidance as Minister Berry stated last year. This will continue to be a term of your grant offer letter.

Thank you once again for participating positively in the process.



STEPHEN JONES
DIRECTOR, CITIES AND LOCAL GROWTH UNIT

cc. LEP Chair and Section 151 Officer.

Paper 3

Online Budget & Delivery Plan – Joint report from the LEP Secretariat and the Accountable Body

1 Recommendations

- 1.1 This report provides Board Directors of the Greater Lincolnshire LEP with an outline budget for the financial year 2019/20 and recommends that the LEP Board approves the outline budget as presented, subject to the Delivery Plan being approved in May 2019.
- 1.2 Approve the transfer of £209,894 from LEP Retained reserves for in year spend.
- 1.3 Duncan and Toplis be appointed as the LEP's external Auditors for year end 2019/20.

2 Background

- 2.1. The budget for the financial year 2019/20 is attached for consideration. The budget is set to enable delivery of the Local Industrial Strategy and the Strategic Economic Plan objectives and the Local Growth Fund Programme. Forecasted income is expected to be £675,000, plus £250,000 in-kind match, interest generated of £40,131 and with a draw on reserves of £209,894, making a total income of £1,100,025. The £675,000 is made up of £500,000 core funding, 75,000 Skills Advisory Panel Funding, and an assumption that only £100,000 will be released by Government for capacity to implement the LEP Review due to unresolved geography. Should additional funding be released in year, proposals would be brought back to the LEP Board for a Deputy Chief Executive position to build further capacity within the team to prepare for the LIS, Stronger Towns and UKSPF.

The forecasted expenditure is £1,100,527 including £250,000 matched expenditure. The planned draw down on reserves is expected to be £209,894, and this will increase the number of Enterprise Co-ordinators to 3 across Greater Lincolnshire, and recruit a Skills Delivery post within the LEP Team.

In terms of current staffing, the LEP Team consists of a Chief Executive (1 FTE RC), a Skills Lead (1FTE CH), a LEP Officer (1FTE KS), a Policy Director (0.2 FTE LS) Programme Manager (1 FTE HD), a PA (1FTE SG), a Policy and Research Manager (1 FTE JB), a Housing advisor (0.6 FTE CJ), and Project Officer (0.6 FTE LS). Total of 7.4 FTE, each of these posts is matched by LCC. Project Staff consists of 1 FTE Enterprise Co-ordinator. The proposals within the outline budget would increase the FTE to 8.4 FTE with the additional of a Skills Delivery Post (already agreed by the LEP Board), and 2 further Enterprise Co-ordinators. Clarity on the cash match towards the two additional Enterprise Co-ordinators is still required.

LEP's are also required to prepare delivery plans for the financial year, and agree these with both local partners and the Cities and Local Growth Unit by the end of May 2019. The delivery plan focuses on the LEP programme of activities and projects and will include our strategic objectives, project forecasts and milestones for the year ahead, and details on our wider activity and influencing/partnership working role. Therefore the budget presented to the LEP board is outline, and subject to the view of the LEP Board on the Delivery Plan. **MS HD anything to add here.**

Paper 3

Online Budget & Delivery Plan – Joint report from the LEP Secretariat and the Accountable Body

Ongoing monitoring - The Finance and Audit committee and the Accountable Body will continue to play a key role in overseeing the budget, and keeping the Board informed quarterly. This includes monitoring income and expenditure on an ongoing basis, adjusting forecasts accordingly, challenging spend and championing future sustainability through increased income and expenditure savings.

It is proposed that the budget is managed within the following approval levels in line with the proposed scheme of delegation.

Area of Responsibility	LEP Board	F and A	Chief Executive
Approval of Operational Budget (including Core, Capacity, Utilisation of Interest etc)	X		
Day-to-day management of Operational Budget as per outline budget			X
New Revenue budget approvals above £25,000	X		
New Revenue budget approvals below £25,000			X
Approval of virements between income and expenditure categories larger than £100		X	
Monitoring of Budget and reporting to the LEP Board		X	

3 Report from the Accountable Body

3.1 A report on the position on Year End spend for Core Funding will be brought to the May 2019 LEP Board Meeting, and overall the LEP remains on forecast for spend.

A report on the position with Single Local Growth Funding will also be brought to the May2019 LEP Board and the programme remains on track utilising freedoms and flexibilities.

The Greater Lincolnshire LEP Finance and Audit committee met in February and discussed the audit plan for the forthcoming year-end financial audit. The Audit plan recommended to the LEP Board is as follows:

The External auditor is to :-

Carry out such work as is necessary to form an opinion as to whether:-

- The accounts are properly kept: and
- the annual financial reports:
 - I. are prepared in accordance with the requirements of the funding

Paper 3

Online Budget & Delivery Plan – Joint report from the LEP Secretariat and the Accountable Body

II. represent fairly the results of the operations and cash flows for the financial year and the financial position of the GLLEP as at 31st March 2019.

include in his or her report any matters identified during the audit procedures such as:-

- any significant adverse trends in the financial position or financial management practices
- any material irregularities in the LEP's accounting management
- any weaknesses in the internal controls operation in particular those listed in the grant determination agreement and any subsequent requirements as advised by government.

Audit Methodology and Approach

The auditor is to provide the GLLEP with:-

- a general outline of his/her methodology. This may include proposed analysis and review of internal controls and the extent to which these controls lead to the reliance of the Accountable body's administration and financial systems to produce accurate financial reports.
- A plan of the audit work
- A report on any matters arising from the audit

Critical Matters to be Audited

The audit should focus on but not be limited to:

- A review activity for the 12 month period 18/19
- Determine if revenues are reasonable and are properly controlled and appropriately recorded
- Review project accounts expenditure and determine if they are compliant with LCC policies, grant agreements and financial regulations
- To ensure that the organisation properly and effectively discharges its responsibilities with regards to financial management.
- Undertake a systems process walkthrough on the Lincoln Transport Hub Growth Deal Project.

4 Audit Appointment

- 4.1 Since the Meeting, the auditors Streets, have declared they have a third party conflict of interest in undertaking our External audit work. The LEP Secretariat have therefore sought additional quotes to undertake the audit this year, with Duncan and Toplis being considered the Best Value. Under the Mem and arts for the company, we have been advised that the appointment of auditors is a Board function, and therefore the following recommendation should be considered.
- 4.2 That Duncan and Toplis be appointed as the LEP's external auditors for the year end 2018/2019.
- 4.3 The draft Financial Statement will be presented to the Finance and audit Committee in early May and subject to any adjustments will recommend that they are approved by the board at the July board meeting and AGM.

Paper 3.1 – Outline Budget Sheet

SUMMARY Budget for the Greater Lincolnshire LEP FY 2019/2020

<u>BUDGET AREA</u>	<u>Code</u>	<u>Sub-headers</u>	<u>Income</u>	<u>Expenditure</u>
LEP CORE	L11127	CORE FUNDING	£ 500,000.00	
LEP CORE 2	L11127	Capacity Funding *(unknown)	£ 100,000.00	
LEP Executive (staffing)				
	L11127	Core (permanent staff)		£ 184,329.60
	L11127	Project posts		£ 93,070.00
	L14353	Enterprise Co-ordinators		£ 105,500.00
	L11127	Staff sundries		£ 15,500.00
		CEC Match (YR1)	£ 68,754.00	
		CEC LEP reserves	£ 20,250.00	
		LEP Reserves G10 Skills Post	£ 45,890.00	
				£ 398,399.60
Company Costs				
	L11127	Company (board/ insurances)		£ 13,700.00
	L11127	Governance review		£ 20,000.00
	L11127	Independent domain (legal personality)		£ 3,288.00
				£ 36,988.00
Operational costs				
	L11127	Subscriptions		£ 27,000.00
	L11127	Ongoing supplier delivery		£ 163,960.00
	L11127	Targetted activity (contributions)		£ 25,000.00
	L11127	Strategy/ policy development		£ 192,000.00
	L11127	Sector Development		£ 12,000.00
	L11127	Misc		£ 5,000.00
	L11127	Operational Fund		£ -
				£ 424,960.00
	L14385	SAP	£ 75,000.00	
	L11127	Match funding (Non-cash income)	£ 250,000.00	£ 250,000.00
	L11127	Estimated Interest generated	£ 7,000.00	
			£ 1,066,894.00	£ 1,110,347.60
Growth Deal Grants				
	L13926	GROWTH DEAL		
		Estimated Interest generated	£ 33,131.00	
Other				
		Other		
Est Accountable body Costs				
				£ 85,000.00
			£ 95,322.60	
Sub Total			£ 1,195,347.60	£ 1,195,347.60
LEP RESERVES				
	N/A	RESERVES (draw down 2019-20)	income	exp
	L14353	Enterprise Co-ordinator Programme	£ 20,250.00	
	L14353	CEC funding	£ 68,754.00	
	L14385	SAP	£ 75,000.00	
		LEP Reserves G10 Skills Post	£ 45,890.00	
		Reserve drawdown balance	£ 95,322.60	
			£ 305,216.60	

Paper 4.0 LEP Review Implementation

1 Recommendations for the LEP Board

- Agree the roles and responsibilities for the LEP Chair, LEP Deputy Chairs, LEP Chief Executive, S141 Officer and the Accountable Body.
- Upon recommendation from the Appointments committee agreed to seek a new private sector deputy chair from the existing membership to replace the current Deputy Chair retiring in September 2019 and appoint a Public Sector Deputy Chair from within the existing membership after the forthcoming local elections.
- Agree the revised Articles of Association for Greater Lincolnshire Local Enterprise Partnership Limited;

2 Purpose of Report

The purpose of this report is to inform the LEP Board of the Government's response to the LEP review implementation plan submitted by GLLEP in October 2018. The recommendations within this report have been the subject of a number of LEP Review task and finish groups over the last six months.

- Seek the Board's agreement to the actions proposed within the implementation plan.
- Present the Board with revised articles of association for Greater Lincolnshire LEP Limited.

3 Background

The Government published the Strengthening LEP Review in July 2018 and Greater Lincolnshire LEP submitted its implementation plan to Government on 31st October 2018. MHCLG responded to the implementation plan on 19th December and this letter is attached at Paper 4.1.

4 Review Implementation

The actions for the Greater Lincolnshire LEP are summarised below, they are classed as Red, Amber and Green. All other areas of the LEP review such as Legal Personality, appointment of Chairs etc are not included in this report as the LEP is already compliant.

LEP Geography and Collaboration - A verbal update will be given on the current position on resolving the overlap between Greater Lincolnshire and Humber.

The main focus of collaboration has been exploring options with the Humber LEP, both formal and informal, and exploring collaboration on strategy programme and project alignment.

An initial meeting has taken place between Greater Lincolnshire and GCGP to agree the terms of an MOU between the two LEPs. Greater Lincolnshire has sought clarification on existing programmes that were being supported through GCGP. A next steps meeting with Rutland County Council was also held last week.

Paper 4.0 LEP Review Implementation

4.3 Board Actions

Appointment of a Private sector Deputy Chair (Green) - the current deputy chair is from the private sector. The role of the Deputy Chair is within this Board pack for approval. The Appointments Committee are recommending to the LEP Board that a replacement private sector deputy chair be sought via nominations from the existing membership and that after the local elections, a public sector deputy chair would also be sought from the LEP Board. This process would start in May 2019.

Increase Private Sector representation (Green) - the target within the LEP Review is at least 2/3rd (66%) of Board must be representatives of the private sector by 28th February 2020. The current level of private sector Directors is 12 out of 18; therefore we have met the target of 66% private sector.

Gender Balance (Green) - the target within the LEP Review is 1/3rd, 33% by 28th February 2020. The current number of females on the Board is 33%, ie, 6 out of 18 directors; therefore we have met this target.

Set out procedures for increasing board diversity (Green) - the policy statement on equality and diversity has been refreshed in line with the National Assurance Framework and is within the Board pack for approval today. Dean Fathers has been appointed as the Board Champion for Equality and Diversity, and his role is to champion, report and suggest improvements.

Board approval to the roles and responsibilities (Green) of the Chair, Deputy, Chief Executive, Accountable Body and S151 Officer and including these in a revised Local Assurance Framework. These are for approval today in the Board pack.

Independent Secretariat (Green) -The Chief Executive of the LEP's job description has been amended to reflect that the states that the post takes direction from the LEP Board. A SLA will need to be prepared to support this change.

4.4 Scrutiny Arrangements

Agreement to Scrutiny Arrangements with the Accountable Body (Green) To ensure that the operation of LEPs is subject to external scrutiny and expert oversight, the LEP should establish mechanisms to participate in local authority scrutiny through, for example, attending local authority scrutiny sessions or establishing a special purpose joint local authority scrutiny committee.

The GL LEP Director attends Lincolnshire County Councils' Scrutiny Committee sessions regularly, and by invitation to other scrutiny panels across Greater Lincolnshire. The LEP Chair attends the Greater Lincolnshire Leaders Group at least quarterly, and the LEP Director attends by invitation the LA Chief Executives meetings. This arrangement has been agreed with the Accountable Body and is compliant with the National Assurance Framework. When the overlap is resolved, enhanced scrutiny arrangements will be agreed with the LEP Board and the Accountable Body.

Additionally, the Accountable Body's internal audit plan will reflect LEP risks and audit requirements as well as the LEP's external audit requirements.

Paper 4.0 LEP Review Implementation

5.0 Articles of Association

The Greater Lincolnshire LEP has been a company limited by guarantee since 2015, thus being compliant with the LEP review legal personality test. It is a dormant company, in that there are no transactions, no contracts are entered into and there are no employees. The articles of association need updating to reflect not only the development of the LEP since 2015, and to be compliant with the LEP review, and the national assurance framework. The attached articles of association are for consideration by the Board, and the following points are for discussion for the Board in order to inform the finalising of them:

- Balance of private and public sector
-

Attachments:

Paper 4.1 Government response to LEP Review December 2018

Paper 4.2 Revised Articles of Association



Ministry of Housing,
Communities &
Local Government

Apex Court
City Link
Nottingham
NG2 4LA

www.gov.uk/mhclg

19 December 2018

Ruth Carver
LEP Director
Greater Lincolnshire LEP
Lancaster House
36 Orchard Street
Lincoln
LN1 1XX

Dear Ruth

Implementation Plan and National Assurance Framework

Thank you for the work over the past several months in responding to the recommendations of the LEP Review.

As Stephen said at the LEP Network, the government has indicated that it will make further capacity funding available in 2018-19 to LEPs in order to fund the implementation of the LEP Review and to begin development of your Local Industrial Strategy.

I can confirm that whilst we recognise that you have made progress towards settling your geographical overlaps, I am not able to release the full amount of additional capacity funding to Greater Lincolnshire LEP until such time as the overlap is finally resolved. I am, however, able to confirm that £100,000 in additional capacity funding has been allocated to you. This was transferred to your accountable body on Friday 14 December in order to fund the implementation of the LEP Review and the development of your Local Industrial Strategy. This is in recognition of the efforts you have made to seek a resolution to date.

We have considered your implementation plan in detail and you should continue to implement that plan notwithstanding the overlap issue.

You should, however, pick up the following in further detail with Pete Holmes:

- 1) Board Recruitment:** the completion of the recruitment exercise, the appointment of a private sector deputy chair, increase private sector representation and improving your gender balance. We recognise your commitment to improving the gender representation on your LEP Board. There must be consistent and publicly-outlined processes to enable effective recruitment to help increase board diversity. With this in mind, please continue with your work striving towards having equal representation of men and women by 2023.

2) Roles and Responsibilities: Board approval to policies documenting the roles and responsibilities of the Chair, Deputy, Director and Accountable Body and including these in a revised Local Assurance Framework.

3) External Scrutiny: Board approval to enhanced scrutiny arrangements (see below).

I also want to thank you for the feedback you have given as we renew the National Assurance Framework. As part of that, I now want to use this opportunity to provide some further clarifications to what we said in *Strengthened Local Enterprise Partnerships* following queries that have arisen since.

Gender representation

In *Strengthened Local Enterprise Partnerships* we set out ambitions for LEP Boards to improve their gender balance aiming for equal representation of men and women by 2023 and aim for a minimum of a third women's representation on boards by 2020. I can confirm that these expectations relate to the *entire* LEP board and not just the private sector portion of the board.

LEP Chair limits

LEP Chairs should hold the position for a period of 3 years with an optional 3 year extension. In exceptional circumstances, this could be extended for a further 3 years meaning a maximum tenure of 9 years as Chair.

Deputy Chairs

Whilst there is no *requirement* that a Deputy Chair must be a private sector board member, it is our view that a private sector Deputy Chair would be beneficial in ensuring the LEP speaks with a business voice and help with succession planning.

Chief Executive

The Chief Executive, as a minimum, should report exclusively to the LEP and be under the direction of the LEP Board. The Chief Executive should therefore be employed by:

- The LEP itself as a company.
- Seconded to the LEP. Where a Chief Executive is seconded from a Local Authority they must have a clear contract which states that they act independently of Local Authority.
- Employed by the Local Authority, but with a clear Service Level Agreement or contract which specifies that they report exclusively to the LEP.

I understand you share premises with Lincolnshire County Council, the LEP's Accountable Body. Over the coming months, I encourage the LEP to bring forward effective proposals to meet the independent secretariat recommendation in the review.

Scrutiny and audit

To ensure that the operation of LEPs is subject to external scrutiny and expert oversight, you should establish mechanisms to participate in local authority scrutiny through, for example, attending local authority scrutiny sessions or establishing a special purpose joint local authority scrutiny committee.

Advertising Chair vacancies

It is for each individual LEP to decide on its process for advertising vacancies widely and evidencing that they have consulted the business community within this process. We expect all posts to be advertised externally and not restricted to members of the existing LEP board. The government has created a mechanism to allow for Chair and Deputy Chair vacancies to be listed on the Centre for Public Appointments website. You should contact your Cities and Local Growth Unit Area Lead in the first instance to receive further information on how to advertise vacancies on this website.

Local Industrial Strategy

As Stephen mentioned at the LEP Network meeting on 27 November, I am pleased to confirm that Government will begin working closely with all remaining Mayoral Combined Authorities and Local Enterprise Partnerships to develop Local Industrial Strategies from the new year. You may have seen the recent announcement.

In terms of next steps:

- I will be in touch in the new year to discuss taking this forward.
- An evidence pack will be available shortly to LEPs which will help you with the evidence gathering stage.
- We will continue to work with partners including the What Works Centre for Local Economic Growth and the Local Government Association to provide support throughout 2019. We will be sharing further details on this support shortly.

Finally, to reconfirm, this year's performance reviews will be based on the existing National Assurance Framework that was published in 2016 with additional requirements following the Mary Ney review which are outlined in the Annual Performance Review guidance. LEPs will need to be compliant with the new National Assurance Framework by April 2019 in order to receive funding in the 2019/20 financial year.

Many thanks once again for your efforts in implementing these important strands of work. I am confident that it will put LEPs in a strong position as we look forward towards the development of ambitious Local Industrial Strategies and as we look to consult on a new UK Shared Prosperity Fund.

Yours sincerely,



Rowena Limb

Area Director, Cities and Local Growth Unit

Paper 5

LEP Constitution Review – Articles, Policies & ToRs

1 Recommendations

- The LEP Board consider the drafted amendments for the annual review of listed statutory documents.
- The LEP Board consider preliminary amendments to the company Articles.
- The LEP Board consider the drafted job description for the Board Diversity Champion.

2 Background

- 2.1. The LEP has adopted a number of company and regulatory policies in support of the limited company.
- 2.2 These are reviewed annually and to comply with the LEP Review, are required to be approved by the LEP Board.
- 2.3 LEP company Articles are undergoing a review and update following the LEP Review and NAF guidance. This task was first intended for December 2017 and some early changes drafted. However due to the imminent LEP Review guidance expected, these were put on hold pending potentially additional requirements.

3 Articles

- 3.1 The LEP solicitor has recommended a full review and update to ensure the Articles are compliant with government requirements as well as continuing the work to accurately and transparently reflect the evolved governance and constitution of our LEP further to incorporation in 2014.
- 3.2 This has resulted in a more complex process than anticipated and therefore rather than present an interim version for the LEP Review deadline, the solicitor has recommended that we request a short delay and complete the process correctly. The Articles dictate that the constitutional change is required to be taken to a company members' vote and therefore we are enacting a timetable as follows:-

- | | |
|--|-----------------------------|
| • Interim review of first draft at LEP Board | 29 th March 2019 |
| • E-circulation of final draft to LEP Board for approval | Early April 2019 |
| • Notice to call a resolution for constitutional change | Early/mid April 2019 |
| • E-circulation of Articles and Members' EGM /vote | 29 th April 2019 |
| • Deadline for LEP Review extension | 3 rd May 2019 |

4 Policy & ToR Annual Review

- 4.1 The Statutory ToRs are all due for review but the legal recommendation is to draft these in line with the amended Articles to ensure the sub-board make up (sector/ public/ private/ chair and casting votes etc) are aligned. These are underway and

Paper 5

LEP Constitution Review – Articles, Policies & ToRs

will be brought to the May board following the critical sign off of the more urgent Articles required to comply with the LEP Review. The LEP remains compliant by publishing the current working statutory ToRs on the website.

- 4.2 The LEP holds a master list of policy and constitutional documents with lead officers and review dates which will form an appendix in the Local Industrial Strategy.
- 4.3 The following documents have been identified for review in March (attached in Additional Papers)

Document	Reviewed	Notes
Directors' Terms of Reference	October 2017	
Code of Conduct - Strategic Advisory Boards	New	Drafted Feb 18 but not signed off
MOU LEP / Accountable Body	New	
Scheme of delegation	New	
Financial Reserves Policy	November 2017	Signed off by F&A Committee 07.18
Travel and Hospitality Policy	September 2014	
Employment & Skills Board - Terms of Reference	January 2015	Signed off by ESB

5 LEP Diversity Statement

- 5.1 Section 78 of the National Assurance Framework requires LEPs to set out our commitment to diversity to ensure representation at Board and Sub-Board level which is reflective of the local business community (including geographies, gender and protected characteristics).
- 5.2 The statement should also set out how the LEP will monitor diversity at board level and explain what steps the LEP is taking to ensure diversity in its engagement with local communities and businesses and to report annually to the Board.
- 5.3 The Diversity Statement should include a commitment to ensure that by 2020 at least one third of members of LEP Boards are women with an expectation for equal representation by 2023. In addition, the LEP has accepted the LEP Review recommendations regarding female representation on its board, 33% by 2020 and 50% by 2023.
- 5.4 In order to continue to meet the board gender commitment, the LEP is taking proactive steps to encourage more female applicants for positions on the board and sub-groups. This has included promoting the recent board vacancies to women's business groups in Greater Lincolnshire as well as highlighting our aim in our advertisements. Greater Lincolnshire LEP now has 6 female directors - currently achieving the 33% 2020 target a year early.
- 5.4 Following the LEP Review, all LEPs are being encouraged to appoint a Diversity Champion from the Board of Directors to support the implementation of the LEP's diversity statement. It is recommended that the board appoint Dean Fathers as the Greater Lincolnshire LEP Board Diversity Champion.
- 5.5 The Board is further invited to review the current policy and present an annual report on the progress of the LEP in encouraging diversity and how improvements can be made.

Paper 5

LEP Constitution Review – Articles, Policies & ToRs

6 Diversity Champion

- 6.1 One of the key strands of the Government’s Review of LEPs was the issue of diversity and the Government’s new National Assurance Framework, which takes effect from April 1st 2019, instructs all LEPs set out their commitment to diversity in their own Local Assurance Frameworks.
- 6.2 The board is further invited to agree that the role of the board Diversity Champion.

Greater Lincolnshire LEP Diversity Champion Role

What is a Diversity Champion?

A Diversity Champion is a designated person within the organisation who is responsible for instilling a diverse and accepting workplace culture. The aim of the Diversity Champion is to promote awareness of equality and diversity issues and to enhance and embed equality, diversity and inclusion (EDI) within the organisation.

Role Requirements:-

- Review the current policy and present an annual report on the progress of the LEP in encouraging diversity and how improvements can be made.
- Produce a diversity statement explaining how the LEP will ensure representation at board and sub-board level which is reflective of the local business community (including geographies, gender and protected characteristics).
- The statement should also set out how the LEP will monitor diversity at board level and explain what steps the LEP is taking to ensure diversity in its engagement with local communities and local businesses.
- The diversity statement should include a commitment to ensure that by 2020 at least one third of members of LEP boards are women with an expectation for equal representation by 2023.
- Present an annual report on the progress of the LEP in encouraging diversity and how improvements can be made.

The Diversity Champion will:-

- Educate LEP employees and boards on diversity and the effects of discrimination.
- Review all relevant LEP policies and documents to ensure they are inclusive.
- Identify areas in which the LEP can improve its efforts to be more inclusive.
- Actively promote, celebrate and raise awareness of Equality, Diversity and Inclusion issues.
- Deal with queries as appropriate and take any equality matters to the LEP Directors Board.
- Feedback information on current Equality and Diversity legislation and guidance to the LEP Director /Board as relevant.
- Support and encourage engagement in all equality initiatives.
- Share and promote best practice.

Paper 5

LEP Constitution Review – Articles, Policies & ToRs

- Foster good relationships between all LEP boards, staff and stakeholders through events or training and ensure staff and boards are aware of their EDI responsibilities.

Why is this role important?

By creating an accepting, educated and inclusive culture will reduce the chance of discrimination, and allow LEP boards and staff to feel welcome, safe and valued.

A transparently diverse and welcoming organisation will attract more of the best talent and be the reason applicants choose to work there.

Person specification

Diversity Champions will need to:

- Demonstrate their understanding of equality, diversity and inclusion and be willing to embed it proactively.
- Be able to maintain objectivity in supporting LEP board members and staff.
- Be willing to collaborate and engage others outside of the LEP to spread best practice and opportunities.
- Be willing to lead on and involve others in any projects that might enhance the LEP's EDI profile.
- Maintain confidentiality where required.

The LEP Diversity Champion will report to the LEP Director and identify issues and updates for inclusion at LEP Board where relevant.

The role will be for a period of 1 year, extended up to a maximum of 3 years and be reviewed annually following delivery of an Annual Diversity Report.

7 Local Assurance Framework

7.1 Each year the Greater Lincolnshire LEP is required to update its Assurance Framework to ensure robust, transparent and effective governance arrangements are in place. 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. 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.

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

Paper 5

LEP Constitution Review – Articles, Policies & ToRs

transparent governance for the delivery of all government funding flowing through the LEP.

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

Paper 5.2

Greater Lincolnshire Employment & Skills Board (incorporating the function of the Skills Advisory Panel)

1 Terms of Reference

- a. The Greater Lincolnshire Employment and Skills Board is a strategy group that has an advisory role to the Greater Lincolnshire Local Enterprise Partnership (LEP) on skills.

It provides a strong leadership role on skills in the local area, engaging with employers and providers and providing skills advice to the LEP Board.

- b. The Greater Lincolnshire LEP is a company limited by guarantee, established to provide strategic leadership to set out local economic priorities for Greater Lincolnshire. Its role is to ensure that elements are in place to enable it to deliver its aspirations.
- c. There will be a two-way relationship between the Greater Lincolnshire LEP and the Employment and Skills Board, and each will give advice and be asked for advice on matters where a skills perspective is required.
- d. The Employment and Skills Board aims to boost economic growth and productivity by creating a more appropriate and relevant skilled local workforce.

It aims to:

- i. ensure that employers are able to access the right skills and training to grow their businesses
 - ii. increase the level of skills of the population of Greater Lincolnshire
 - iii. increase skilled employment opportunities in Greater Lincolnshire
- e. Its role is to shape and influence employment and skills training and support to meet the needs of employers in Greater Lincolnshire. The role encompasses the skills needs of our young people, those seeking jobs and the skills of the current and future workforce.
 - f. The Employment and Skills Board brings together local employers and skills providers to pool knowledge on skills and labour market needs, and to work together to understand and address key local challenges. This includes both immediate needs and challenges and looking at what is required to help local areas adapt to future labour market changes and to grasp future opportunities.
 - g. Skills Advisory Panels will reflect the geography of the LEP and the Local Industrial Strategies.
 - h. The Board will:
 - Take on the function of the Skills Advisory Panel for the Greater Lincolnshire LEP
 - Develop, champion and review a Skills Strategy for Greater Lincolnshire

Paper 5.2

Greater Lincolnshire Employment & Skills Board (incorporating the function of the Skills Advisory Panel)

- Develop a skills commissioning framework, monitor and review it
- Provide the Greater Lincolnshire LEP and its decision making committees with recommendations on skills funding and skills projects
- Optimise the impact of employment and skills investment for local, communities, employers and individuals
- Use experience and knowledge of Board Members and others associated with the Board to seek to shape strategy and policy on learning and skills development.

2 SAP Responsibilities

- a. The Board will develop a clear understanding of current and future local skills needs and local labour market as well as the present skills and employment support provision in the local area, by:
 - i. producing robust and authoritative evidence-based skills and labour market analysis which clearly identifies existing local skills and employment challenges, and identifies key areas of future needs relating to projected local employment growth areas
 - ii. developing a sophisticated understanding of both the local labour market and skills provision in the local area, the extent to which labour mobility within, or into, a local economy can address skills needs, and the projected gaps between skills needs and skills provision
 - iii. building knowledge of the range of both local, regional and national employment provision that exists or is planned
 - iv. presenting the analysis at board level and sharing it with the wider employer and provider communities to ensure that their perspective on the local labour market and local employment and skills system is reflected in the prioritisation the board takes forward
 - v. providing analysis to inform the development and the implementation of the 'People' element of Local Industrial Strategies
- b. It will build on this high quality analysis to develop a clear approach to addressing skills and employment challenges within the local area, including by looking ahead to likely skills priorities in the coming decade, by:
 - i. building an understanding of the local area across a range of partners including employers (SME and larger employers from across the private and public sectors), all types of providers and other key partners (including the community & voluntary sector) to agree shared approaches to addressing the challenges the analysis has identified
 - ii. working with the LEP Board to develop the 'People' element of the Local Industrial Strategy
- c. Understand the wider dependencies in the local area and working together with other parts of the LEP to:
 - i. link them to the skills and employment analysis as well as strategic plans
 - ii. ensure the 'People' element of the Local Industrial Strategy is integrated effectively with the wider work of the LEP

Paper 5.2

Greater Lincolnshire Employment & Skills Board (incorporating the function of the Skills Advisory Panel)

- d. Act as co-ordinator of local skills providers by:
 - i. fostering co-operation between providers in mix of provision
 - ii. actively working with a range of local providers (Further Education, Higher Education and independent) to plan for how the skills needs are to be met
 - iii. encouraging local providers to reflect the Skills Advisory Panel analysis when planning for T Levels implementation and delivery, and for the Skills Advisory Panel analysis to inform the investments that are made in the provider base to prepare for T Levels roll-out
- e. Work closely with careers advisory services (National Careers Service and Careers Enterprise Company) to ensure that potential learners are informed about potential career routes within a local area, and that all careers information and guidance is informed by up-to-date local labour market information.
This will involve working with:
 - i. the Careers & Enterprise Company's Enterprise Advisor Network to ensure that the Skills Advisory Panel analysis is shared through the network and informs the activities they support locally
 - ii. the National Careers Service area-based contractors to ensure that Skills Advisory Panel analysis is embedded into advice and guidance given to adults
- f. Raise the profile of apprenticeships with local employers and providers.
- g. Advise where skills and labour market resource should be directed to support local employers and residents, using its understanding of existing employment support provision in the local area and the needs of the local labour market.
- h. Sharing analysis and best practice, as widely and transparently as possible, with central government and other Skills Advisory Panels to learn from each other and tackle wider skills challenges.

3 Board Composition and Meetings

- a. The Greater Lincolnshire Employment and Skills Board is an advisory body with no legal status but with a specific role as part of the Greater Lincolnshire LEP structure, and to undertake the Skills Advisory Panel function on behalf of the LEP.
- b. There will be 15-20 members, including the Chair and those with specialist knowledge (such as analytical experts) and other observers. The Chair will be a private sector Director of the Greater Lincolnshire LEP.
- c. The board should be diverse and have members with the necessary knowledge and expertise to oversee influential skills and labour market analysis, advise on effective local strategies, and advise on, and assist in the implementation of, effective local funding and investment decisions.

Paper 5.2

Greater Lincolnshire Employment & Skills Board (incorporating the function of the Skills Advisory Panel)

- d. The Board will have a strong employer element with representatives from businesses of different sizes and different sectors, including self-employed.
- e. To support the supply of skills into local areas all the main types of education and employment services providers will be represented on the Board, HE Institutions, Colleges and Independent Training Providers.
- f. The Board will invite relevant local representatives of the Education and Skills Funding Agency and the Cities and Local Growth Unit and Jobcentre Plus to attend meetings periodically. Local Authorities should be represented and where possible, other key local partners, such as from the community and voluntary sectors, should also be included.
- g. All Board members will work or live in the Greater Lincolnshire area and it is expected that they will have extensive knowledge of the local area or sector in which they work.
- h. Employment and Skills Boards taking on the function of the Skills Advisory Panel should, as part of the wider LEP, adhere to the standards of transparency, conflicts of interest, accountability and diversity, as set out in the *Local Enterprise Partnership: National Assurance Framework* and *Strengthened Local Enterprise Partnerships*.
- i. Minutes and papers of Board meetings will be published on the Greater Lincolnshire LEP website.

Board Members	Number	Time provided by Board member
Business Sector:		
Business Sector Chair (expected to be a LEP Director)	1	Minimum 2 days per month
Business Sector Must include representatives from businesses of difference sizes and sectors and have a strong employer element	8	Minimum 1 day per month
Sub-Total	9	
Training Sector and Public Sector:		
Must include at least one representative of the following: <ul style="list-style-type: none"> • HE Provider • FE College • Independent Training Provider • Education/School provider • Local Authority • District Council 	6	Minimum 1 day per month
Sub-Total	6	

Paper 5.2

Greater Lincolnshire Employment & Skills Board (incorporating the function of the Skills Advisory Panel)

Total	15	NB. Board must be 66% business sector by 2020
Other attendees (non-board members, observers etc.)		
The Board should invite representation from the following where possible: <ul style="list-style-type: none">• Local Authority Officers (Economic Development; Education)• District Council• Job Centre Plus<ul style="list-style-type: none">○ Department of Cities and Local Growth• Education and Skills Funding Agency/DfE• Community & Voluntary Sector• Specialists as required	Approx. 7	N/A
Maximum attendance likely	22	

4 Appointments

- a. All vacancies will be advertised in line with the LEP's Appointments process; open advertising and approved by the Greater Lincolnshire LEP Appointments committee. Local authority representatives shall be nominated by the relevant bodies.
- b. Applicants are asked to submit a covering letter and a CV which will be considered by a task and finish group of the ESB, before approval by LEP Appointments Committee. The task and finish group made up of members of the ESB, shall decide, as appropriate, whether they wish to interview candidates, before being brought to the LEP board for ratification. The term of appointment would be three years.
- c. Where a board members' three year term has concluded, the Chair of the ESB shall write to the Board member asking for their intentions in writing for a subsequent term, and if they wish to re-apply their application will be considered by the Appointments Committee. Consideration at this stage may be given to other relevant candidates.
- d. The task and finish group's role is to establish whether the board members' skills sets and experience are suitable for another term. Some posts represent a sector or type of organisation, and where this is the case, the group may consider other applications at this point.
- e. No board member shall serve more than 3 terms, i.e. nine years. Recruitment will be undertaken in line with the Equality and Diversity policy of the LEP, and

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Greater Lincolnshire Employment & Skills Board (incorporating the function of the Skills Advisory Panel)

all board members shall be inducted.

- f. In making recommendations to the appointments committee, the ESB should consider sectorial and geographical representation, as well as equality and diversity and succession planning. In order to maintain continuity, as well as allowing for succession planning, a number of the Board (to be determined and agreed by the Board) shall be considered for reappointment each year.
- g. The Board will meet 4-6 times a year in private. Members are expected to provide apologies if they cannot attend and no substitutes will be allowed.
- h. Once a year the Board will agree a Vice Chair to carry out the role of the Chair when he or she is unavailable and to support when necessary. The Vice Chair should be an existing member of the Board.

5 Role of Board Members

- a. As well as attending Board meetings, members may be asked to attend other meetings as a representative for the LEP and ESB, and will be required to read background papers and documents and input into plans.
- b. The specific role of a Board Member is to:
 - ii. Use experience and knowledge to help shape strategy and policy on learning and skills development
 - iii. Influence the prioritisation, planning and investment in skills supply and the shape of delivery
 - iv. Support the strategic aims of the Greater Lincolnshire LEP
 - v. Represent a range of people, organisations or views, not just their own or that of their own organisation

6 Task & Finish Groups

- a. From time to time it may be necessary to establish a skills task and finish group and other skills specialists may be invited to join these. Any group or panel would need to be sponsored by a Skills Board Member, who may or may not chair the group, depending on the issue under consideration.

7 The way we do business

- a. The Board will adopt good practice and its Members will act within the General Duties and Obligations set out in this document and adopt the following values:
 - i. Championing to influence and lead by example
 - ii. Enterprising solutions that are creative
 - iii. Partnership working across the private, public and the third sector
 - iv. Sharing best practice
 - v. Being inclusive of each locality and community across Greater Lincolnshire

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- b. A Code of Conduct and Register of Interest is in place and all Board members and observers are required complete an annual declaration of interest. It is the board members responsibility to keep this up to date and notify the LEP Executive of any changes.

8 Board Member Remuneration

- a. Board Members shall not be remunerated for the normal business of attending ESB meetings although they may be paid expenses for additional activities and roles undertaken on behalf of the LEP and the ESB. All potential expenses likely to be incurred by Board Members must be made known to the Secretariat beforehand and duly authorised before reimbursement.

9 Executive

- a. The Greater Lincolnshire Employment and Skills Board and any sub groups will be supported by the LEP Executive team. The meetings and the papers of the Board will be prepared by LEP executive, and the forward plan for the ESB shall be agreed with the ESB annually as part of the business planning process.

The terms of reference will be reviewed annually at the spring meeting of the ESB and substantial changes will be agreed by the LEP Board.

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Greater Lincolnshire LEP Scheme of Delegation

1 Context

1.1 The Greater Lincolnshire LEP is a company limited by guarantee, with up to 20 voluntary directors, supported by a full-time executive team. This scheme of delegation sets out the main responsibilities of the organisation and the level to which they are delegated.

The scheme of delegation is part of a suite of LEP governance documents including: Local Assurance Framework, Articles of Association, terms of reference for sub-boards and sub-committees, and agreement between Lincolnshire County Council (Accountable Body) and the LEP.

The scheme of delegation is reviewed annually and changes require board approval.

2 Key Responsibilities of the LEP Board

2.1. The Board is responsible for:

- Approving the strategic direction of the LEP
- Agreeing clear objectives to focus activity and drive ambition
- Ensuring the LEP runs efficiently and effectively with appropriate controls in place covering performance, finance and risk
- Upholding the values, ethos and culture of the organisation

<u>Delegation Issue</u>	<u>Delegated To</u>
Strategy	
Strategy Vision, mission and values	LEP Board
Development and approval of Economic strategy, review of progress	LEP Board
Implementation of Economic Strategy	LEP Chief Executive
Changes to the overall operating structure of the LEP and the Board	LEP Board
Approval of Brand	LEP Board
Annual Delivery Plan	LEP Board
Programmes	
Design of capital and revenue funding programmes	Investment Committee
Awarding of capital or revenue funding to programmes or projects under Single Local Growth Fund	Investment Committee
Awarding of capital or revenue funding to programmes or projects from LEP resources under £10,000 in line with delivery plan	LEP Director
Approval of Invest and Grow Loans	Investment Committee
Approval of Greater Lincolnshire Growth Fund	Investment Committee
Approval of Feasibility Fund	Investment Committee
Approval of the Project Pipeline	Investment Committee
Programme contract changes up to 10% outputs using justification forms in line with the Delivery plan	Chief Executive but reported to Investment Committee
Programme contract changes above 10% of finance and outputs	Investment Committee
Significant change requests from programmes/projects with	Investment Committee

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Greater Lincolnshire LEP Scheme of Delegation

no financial implications but major changes to outputs or timeline	
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<u>Delegation Issue</u>	<u>Delegated To</u>
Governance	
Changes to Articles	Board and Members
Responsibility for compliance with Government	Chair and Chief Executive
Assurance Framework	LEP Board
Annual declaration of compliance to Government	LCC Section 151 Officer
Maintenance of Register of Interests	LEP Board and Chief Executive
Timely publication of agendas, reports and minutes	Chair and Chief Executive
Board and Strategic Groups Appointments	Board recommendations by Appointments Committee
New Member organisations	LEP Board recommendation by Appointment Committee
New Members of existing organisations	Chief Executive, reported to LEP Board
Code of Conduct, Complaints and Whistleblowing policies	LEP Board
Finance	
Approval of financial budgets and forecasts	LEP Board
Approval of annual accounts and financial statement Board on recommendation and audit letter of representation	LEP Board on recommendation from Finance & Audit Committee
Reserves Policy	LEP Board on recommendation from Finance & Audit Committee
Interest Policy	LEP Board on recommendation from Finance & Audit Committee
Prior authorised expenditure for day to day business, in accordance with the yearly outline budget: Over £25,000 Below £25,000	LEP Board LEP Director
New expenditure: Above £10,000 Below £10,000	LEP Board LEP Director
HR	
Performance Management of the LEP Director	Chair and LCC
Operational Procedures and Policies for LEP staff	Chair, LEP Director & LCC

Accountable Body Authorisation

It is for the Accountable Body to authorise spend of the LEP revenue budget. A scheme of delegation is in place within the Accountable Body that ensures Senior Managers, Assistant Director and Corporate Director authorise the spend accordingly as determined by the LEP Director, Chair and Vice Chairs and Board, and Chief Executive.

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Greater Lincolnshire LEP Scheme of Delegation

The Accountable Body reserves the right not to implement any request or decision of the LEP or any of its sub committees or panels if in the reasonable view of the relevant Corporate Director the request or decision presents an unacceptable legal or financial risk to the Accountable Body.



GREATER LINCOLNSHIRE LEP
CHAIR OF THE BOARD

Post Title:	Chair of the Board
Tenure:	A three year appointment
Location:	To work across the entire Greater Lincolnshire LEP Area
Remuneration:	The post is a Volunteer Non-Executive Director role not remunerated, but does pay expenses
Job Holder responsible to:	The Board of Directors

JOB PURPOSE

To provide leadership of the Board and ensure its effectiveness in all aspects of its role

To support the LEP in developing the strategic direction and priorities that will deliver the LEP's objectives.

To be an effective external advocate of Greater Lincolnshire and the Greater Lincolnshire LEP in public and with Local Authorities and Whitehall, as well as being a credible advocate in both print and broadcast media.

MAIN DUTIES & RESPONSIBILITIES

The duties and responsibilities of the Chair of the Board of Directors are as follows:

Strategic Leadership

To provide overall leadership of the Board

To work with the Board and the Executive Team to define the strategic direction and priorities of the LEP

To set the tone of openness and debate for the Board of the LEP

To preside over Board meetings and ensure that time in meeting is used productively, managing any conflicts of interest as needed

To ensure complete, timely, accurate and relevant information is placed before the Board and its committees to allow the Board to reach informed strategic outcomes

To build and ensure that effective relationships are maintained with LEP Stakeholders, locally, regionally and nationally, including Westminster and Whitehall

To ensure the performance of the LEP is effectively scrutinized

To act as liaison between the Chief Executive and the Board

To provide independent advice, support and counsel to the Chief Executive

To ensure that the Board of Directors fulfil their duties and responsibilities to ensure effective governance of the LEP

To ensure that the Board regularly reviews major risks and associated opportunities, and satisfy itself that systems are in place to take advantage of opportunities and to manage and mitigate risks

To ensure that the Board fulfils its duties to ensure sound financial health of the LEP,

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with systems in place to ensure financial accountability

To keep abreast generally of the activities of the LEP and its management

In concert with the Chief Executive, to develop and set the agendas for meetings of the Board

To recommend an annual schedule of the date, time and location of Board and Committee meetings

Governance

To ensure LEP governance is reflective of best practice, reflective of the Nolan principles and operates on a basis of transparency and accountability

To ensure that governance arrangements are working in the most effective way for the LEP

To sit on sub-committees of the LEP where appropriate and agreed by the Board

To call special meetings of the Board where appropriate

In concert with the LEP Chief Executive, to determine the date, time and location of an Annual General Meeting and to develop the agenda for the meeting

To assess and make recommendations to the Board annually regarding the effectiveness of the Board, and its sub-committees

To develop the knowledge and capability of the Board

To encourage positive change where appropriate and to address and resolve any conflicts within the Board

To appraise the performance of the Board on a regular basis

To ensure that the Board composition is regularly refreshed and incorporates the right balance of skills, knowledge and experience needed to govern and lead the LEP effectively, and which also reflects the wider business community

To work within agreed policies adopted by the LEP

Efficiency & Effectiveness

To chair meetings of the Board effectively and efficiently, bringing impartiality and objectivity to the decision-making process

To ensure that the Board is fully engaged and that decisions are taken in the best, long-term interests of the LEP and that the Board takes collective responsibility

To foster constructive relationships between the Board Directors and members

To work closely with the LEP Chief Executive to give direction to Board policy-making and to ensure that meetings are well planned, meaningful and reflect the responsibilities of the Board

To monitor that decisions taken at meetings are implemented

Relationship with the LEP Chief Executive & the Wider Executive Team

To establish and build a strong, effective and constructive working relationship with the LEP Chief Executive and the LEP executive team

To support the LEP Chief Executive whilst respecting the boundaries which exist between the two roles

To ensure regular contact with the LEP Chief Executive and develop and maintain an open and supportive relationship within which each can speak openly about concerns and challenges

To liaise with the LEP Chief Executive to maintain an overview of LEP affairs, providing support as necessary

To contribute to an annual appraisal for the LEP Chief Executive, in consultation with LCC, the LEP Employer

To ensure that the LEP Chief Executive has the opportunity for professional

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development and has appropriate external professional support

LEP Chief Executive

The following criteria are considered essential for the Chair of the LEP:

- Be from the private sector
- Experience of chairing meetings, comprising senior public and private sector leaders with strongly held views
- Will live and/or work in the Greater Lincolnshire LEP area
- Demonstrable understanding of the private sector and how it operates
- Understanding of Westminster and Whitehall and how it operates
- Understanding of the need to be held to public scrutiny
- Will be very well networked at senior levels locally, regionally and nationally

ESSENTIAL QUALITIES & SKILLS

The Chair of the Greater Lincolnshire LEP Board is independent from the LEP Executive Team, and free from any interests, business or otherwise which could interfere with the Chair's independent judgement.

The following are considered essential qualities and skills for the Chair of the Board:

- The ability to represent the views of business, in an environment where Local Authorities and MPs are drawn across the political spectrum
- A strategic mindset
- An appreciation of the issues in the Greater Lincolnshire area, including local economic, business, infrastructure and political landscape
- High level listening skills, ensuring that all internal and external stakeholders have their say and feel that they have been listened to
- Ability to access, build and maintain strong and effective networks and working relationships across sectors and at all levels, and with Westminster and Whitehall
- High level influencing, relationship and stakeholder engagement skills
- Ability to coalesce differing viewpoints where there is no direct line authority to enforce decisions
- Politically astute; able to make sense of the full context in which the LEP operates and to guide LEP executives appropriately
- Ability to generate confidence and trust by embodying those characteristics
- Knowledge of the LEP network
- Knowledge of wider business representation organisations, particularly in the East Midlands
- Previously acted at Board level
- Strong leadership skills, good communication and interpersonal skills
- Impartiality, fairness and the ability to respect confidences
- Tact and diplomacy
- Experience of reviewing, developing and implementing business strategies and policies
- Demonstrable experience of organizational and people management
- Demonstrable experience of change management
- Be approachable
- Performance management, financial control and planning
- Ability to be at ease with people of all types in both formal and informal social settings



GREATER LINCOLNSHIRE LEP ROLE OF A DEPUTY CHAIR

The principal role a **Deputy Chair** is to deputise for the **Chair** at meetings of the LEP Board and to support the **Chair** in their role. The Greater Lincolnshire LEP has a public sector and a private sector deputy chair.

The role

- Chair meetings of the LEP Board in the absence of the Chair.
- Deputise for the Chair at other LEP meetings, including external meetings with business partners and stakeholders.
- Lead on key issues on behalf of the LEP as delegated by the Chair.
- Assist the Chair and the Executive Team in developing the Local Industrial Strategy and framework for the development and growth of the Greater Lincolnshire economy.
- Ensure effective working relationships between the LEP Executive and the Board.
- Promote and ensure compliance with conflict of interest, data protection legislation and confidentiality.
- Manage and lead meetings in accordance with governance guidance as set out in the Assurance Framework.
- Assist in reaching collective decisions and effectively maintain order and progress during meetings and prioritise items for discussion.
- Assist in encouraging members to contribute to consultations.
- Oversee the delivery of the LEP Business Plan.
- In consultation with the Chair, to liaise with leaders/CEOs of the partner local authorities.

Skills needed for the role

- Demonstrates excellent strategic leadership and role models based on LEP principles.
- Demonstrates high levels of local knowledge of the Greater Lincolnshire economy.
- Demonstrates high level ability to build, develop and motivate effective teams and to encourage collaborative working; working alongside other professionals and empowering individuals for the LEP to function effectively.
- Demonstrates a collaborative approach to decision making and problem solving, challenging and supporting colleagues in order to get the best outcomes.
- Excellent interpersonal skills, especially communicating, negotiating and influencing.
- Confident and articulate communicator with an ability to engage with stakeholders in public and private sectors.
- Experience of working with Ministers, MPs and senior civil servants.
- Knowledge of economic development and regeneration.

ACCOUNTABLE BODY STATEMENT

AGREED BY GREATER LINCOLNSHIRE LEP AND LINCOLNSHIRE COUNTY COUNCIL

Publication Strategy: This statement should be agreed by both parties, published on the LEP website, and reviewed annually.

Background

Greater Lincolnshire LEP is a partnership between the business community, the Higher Education sector, two Unitary authorities, seven district councils and one county council, all of whom are actively working together to secure a more prosperous and sustainable future for the Greater Lincolnshire area. These make up a fully-elected board of up to 20 Directors.

The LEP is registered as a company limited by guarantee and is dormant and it was incorporated in September 2015. In keeping with the Articles of Association and in accordance with company law, an appointments committee is in place to manage the process for appointing directors and company members to the Board of Greater Lincolnshire Local Enterprise Partnership Ltd thus ensuring that we have a robust, transparent and accountable delivery structure in place.

Effective provisions for timely and binding decision-making are a central component of the Greater Lincolnshire LEP Strategic Economic Plan (SEP) and the EU Structural Investment Fund (EUSIF) Strategy. In pursuance of this and to ensure that the strategy and investments are effectively aligned, the Greater Lincolnshire LEP Board has established an Investment Board to make decisions on all project and programmes.

Lincolnshire County Council (the Council) act as the accountable body for the LEP: the Council's Section 151 Officer provides financial and governance oversight, and the LEP team, who provide strategic, and logistical support, is staffed by Lincolnshire County Council employees and or secondees. These officers promote the objectives of the LEP, and act for the purposes of the company, while having the authority to administer funds held by the Council as accountable body under the supervision of the Section 151 officer.

LEP's should have a single accountable body, and the LEP and the Accountable Body should collaborate to ensure that the terms of the statement are met.

Purpose of this Statement

This statement sets out how the Council will provide support and operational supervision, and how it will conduct itself as accountable body for the LEP related projects and activities. The term of the agreement will be three years from April 2019 to March 2022. It will be reviewed annually by both parties.

Role of the Council as Accountable Body

The LEP conducts its business in accordance with its Articles of Association, National and Local Assurance Framework and local enterprise partnership governance and transparency: best practice guidance.

The accountable body shall provide the following services:

- Secretariat support to the LEP
- Expert advice and staffing resources
- Financial services
- Financial Audit services
- Research and data services
- Legal support
- Procurement framework and advice.

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

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 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 S151 Officer

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.

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 2018 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.

The role of the S151 officer will be undertaken within the principles of the CIPFA 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>).

Roles and Responsibility

The Council will:

- Hold funds and makes payments to delivery bodies, maximising interest bearing opportunities for the Greater Lincolnshire LEP in line with the reserves policy
- Ensure the separable accounting for LEP related funds and complete financial elements of grant returns and claims for funding;
- Provide financial statements to the LEP together with a quarterly review of the progress to date against approved revenue and capital programmes and produce a summary set of financial statement within a reasonable period to be presented to the Chief Executive of the LEP;
- Update the LEP Board and Finance and Audit Committee at each meeting with a report on progress to date against approved revenue and capital programmes for the current financial year up to the relevant month end;
- Ensuring through the Section 151 Officer, that resources are subject to the usual Local Authority checks and balances which includes the financial duties and roles imposed on Councils;
- Conduct due diligence in relation to applicants and relevant third parties;
- Monitor funds to ensure that they are used appropriately;
- Monitor the compliance of LEP business in accordance with the relevant assurance framework, local enterprise partnership governance and transparency and best practice guidance.
- Manage the independent audit of LEP related funds and activity and ensuring, with the LEP, an appropriate response;
- In relation to schemes for which the Council is accountable body, be responsible for the supervising the integrity of decision-making, and for taking and defending legal proceedings;

- Provide a comprehensive accountancy service to the LEP including the filing of accounts with companies' house.
- Provide all HR and recruitment services for the LEP.
- Provide and maintain LEP IT Infrastructure.
- Respond to all Freedom of Information Requests on behalf of the Greater Lincolnshire LEP.
- Undertake independent audits of specific matters in line with the LEPs Complaints policy in relation to any concerns raised regarding potentially illegal, unethical or immoral conduct.

Resolution

If a decision cannot be reached then within 14 days a meeting will be held between a senior officer of LCC and the Chairman of the relevant LEP board to attempt to reach resolution. Should resolution not be reached then within 7 days a meeting will be held between the Chairman of the LEP Board and the nominated officer of LCC to attempt to resolve the dispute. Should agreement not be reached between the LEP decision and the Accountable Body, then the decision of the LEP will not proceed.

The LEP is currently subject to scrutiny arrangements through the LCC's Environment and Economy Scrutiny Committee.

The Chief Executive of Lincolnshire County Council is a Board Director of the LEP, and represents the Accountable Body, and the S151 officer attends LEP Board meetings in an observational capacity.

The Greater Lincolnshire LEP will:

- Formulate strategy, and policy, to further the LEP Company objectives
- Manage the oversight and delivery of projects
- Review and report to the LEP Board, Investment Board and or relevant Board in line with the Scheme of Delegation included within the Greater Lincolnshire LEP Assurance Framework and local enterprise partnership governance and transparency: best practice guidance, on funding applications
- Promote and manage project funding applications
- Maintain and manage a risk register to cover all areas of LEP activity on a regular basis
- Provide all information required by the Council in relation to management of FOI, Complaint and Audit processes
- Maintain a detailed audit trail of each stage of the assurance process.
- Ensure the LEP CX takes decisions in accordance with the scheme of delegation of the accountable body
- Ensure that funding decisions are in accordance with the policies and procedures set out in this Assurance Framework.
- Will ensure it complies with the 7 principles of public economic life and complies with accountable body requirements.

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

Summary: 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.

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

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 2018 each years, 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.
-

Principles

1 Enshrining a corporate position for the Section 151 Officer in LEP Assurance
The Chair and Chief Executive of the LEP shall work with the Section 151 Officer to agree an effective responsibility arrangement. This will include both parties agreeing to work together to seek a mutually agreeable resolution where disputes arise. The shared responsibility should be agreed and set out in the Local Assurance Framework, ahead of the Section 151 officer writing to the accounting officer of MHCLG as required in the National Assurance Framework.

The Section 151 Officer must also provide an Annual Assurance Statement on their work for the LEP over the last twelve months and their opinion with a specific requirement to identify any issues of concern on governance and transparency as part of the LEP's Annual Conversation with government - beyond this, they are free to delegate.

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The Section 151 officer shall be supported by the LEP and the accountable body to carry out such checks as are necessary to independently ensure the proper administration of financial affairs in the LEP.

Where the Section 151 Officer raises concerns or makes recommendations about changes required to ensure the proper administration of financial affairs, these shall be acted upon promptly by the LEP.

The Section 151 officer and Chief Executive/ chair acknowledge that proper administration of financial affairs continues throughout the year. Any improvements required should be clearly set out in the Local Assurance Framework action plan and monitored appropriately for delivery. Both have a role in identifying staff training needs to ensure compliant spend of funds and that all staff understand the governance and financial controls.

Creating a formal/structured mandate for the Section 151 officer

The LEP Board, and its supporting governance structure (where there are appropriate schemes of delegation), is the strategic body responsible for taking decisions on LEP business and LEP programme activity. Where concerns or improper financial administration are identified the Section 151 officer shall provide recommendations for improvements to be made. The LEP board shall be responsible for making changes to address the concerns in line with the recommendations following local discussion with the Section 151 officer in line with the agreed responsibility arrangement. Where the Board does not agree with the recommendations and no agreement on the way forward can be reached with the Section 151 officer, the matter shall be referred to MHCLG who will escalate as appropriate.

The Section 151 officer shall have the right to record an opinion if required on the financial implication and assessment of risk (such as delivery risks and cost overrun risks) in every board paper. The LEP board do not have to follow the Section 151 officer's advice above, but where they decide on a course of action which goes against that advice, the Board should indicate and record the rationale for not following it.

Section 151 officers (or their delegated representatives) should also be invited to attend all board meetings and board agenda setting meetings, but shall not be entitled to vote or otherwise make LEP decisions.

The LEP shall recognise that treasury management and borrowing is part of the role of the accountable body.

The Section 151 officer should ensure that there are the correct, established financial processes in place leading up to board decisions such that financial delegations are respected.

Where there are concerns about systemic financial problems this shall be raised with the Cities and Local Growth Unit. The Section 151 officer will work with the LEP to improve financial standards, and progress shall become a standing item in

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the board meetings until the Section 151 officer is satisfied that the issue has been resolved.

The 151 officer and the LEP should agree appropriate arrangements over the discharge of the functions of an Audit committee.

Embedding good governance into decision making

The Section 151 Officer working with the LEP Chair and Chief Executive should ensure that the LEP and accountable body has procedures in place to consider the financial implications of decisions before and during the decision making process rather than reviewing decisions afterwards.

LEPs and the Section 151 officer should agree the budget risks facing the LEP at the outset of the financial year, and review them on a frequent basis. The risk appetite should be understood by both the LEP and the Section 151 officer. The LEP shall provide the risk register to the Section 151 officer on each occasion that it is revised.

At the beginning of the budget year, the Section 151 officer should be entitled to comment on the adequacy of the budget plan. This should be provided by the LEP Chief Executive at the beginning of each financial year.

In addition, the LEP should set out their scrutiny arrangements in their Local Assurance Framework to make sure there is strong governance in place, and appropriate scrutiny procedures to support that governance.

If the dual role of the Section 151 officer results in a potential conflict of interest impartial advice should be sought to ensure transparency.

Ensuring effective review of governance

An internal audit plan should be agreed for the year, this plan should include a risk-based audit plan of LEP activity that will provide assurance to the Section 151 officer and the LEP board at appropriate points through the year. LEPs should ensure that there are arrangements for funding the internal audit activity.

The internal auditors of the accountable body may provide assurances to both the LEP Board and the Section 151 officer. Guidance on internal audit sets out the assurances to be provided and the reporting relationships to maintain audit independence.

Following a completed audit (by either internal or external audit) where there are comments that relate to the LEP they should be reported back to the board by the Section 151 officer and Chief Executive or their representatives and provided to the Cities and Local Growth Unit.

Where serious concerns are encountered during the year for example repeated non-compliance with financial requirements or fraud then the Section 151 officer shall promptly raise these with the Cities and Local Growth Unit. Local resolution should be the first mechanism to resolve disputes, if this has been unsuccessful it should be raised with the Cities and Local Growth Unit.

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Appropriate skills and resourcing

The Section 151 officer shall be given appropriate resources to carry out its functions in respect of the LEP, including audit where appropriate. LEPs and accountable bodies should frequently review resource needs, and consider if they are being appropriately met.

Underpinning good governance in the LEP model is an expectation of mutual support between the LEP and its accountable body.

There should be a culture of working that respects the Section 151 officer role of ensuring appropriate procedures are in place for scrutiny and financial rigour.

Arrangements in the Greater Lincolnshire LEP

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.

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.

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.

The LEP also works closely with the Accountable Body on the financial 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.

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.

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

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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.



Greater Lincolnshire LEP Equality & Diversity Policy Statement

March 2019

Amendments in RED

Introduction

This Policy sets out Greater Lincolnshire LEP's commitment to equality and diversity.

Greater Lincolnshire covers a large physical area from the Humber to the Wash, comprising 10 local authorities, 44,000 businesses and representing over one million people.

In order to delivery significant growth and productivity gains, we aim to remove all barriers to achieving economic performance , resulting in tangible economic benefits to our businesses, residents, visitors, workforce and diverse communities.

Our diverse communities will benefit from strong economic growth and no community will be excluded from full participation in economic life and progress. The competitive advantage arising from local diversity will be harnessed to drive growth.

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

What is Equality & Diversity?

Equality is enabling opportunity, access, participation and contribution on a fair and equal footing and ensuring that different groups are not disadvantaged when accessing services, employment or participating in public life in Greater Lincolnshire Equality is ensuring individuals or groups of individuals are not treated differently or less favourably, on the basis of their specific protected characteristic, including areas of race, gender, disability, religion or belief, sexual orientation and age.

Diversity is about the individual, understanding that each of us is different and making sure we respect and celebrate the variety of backgrounds, perspectives, value and beliefs. aims to recognise, respect and value people's differences to contribute and realise their full potential by promoting an inclusive culture for all.

Policy Aims

This policy aims to:

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

Commitment Required

Greater Lincolnshire is committed to achieving diversity and equality of opportunity as a commissioner of services and projects. **LCC is the host employer of the workforce, and together, this means doing** what we can to positively promote equality and diversity across the delivery of projects, programmes and services and within our workforce.

The Equality Act 2010 places a public duty on LCC and the Greater Lincolnshire LEP with which we must comply. It states that everyone has the right to be treated fairly and places legislation around nine protected characteristics: age, disability (including mental ill health), gender, reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Greater Lincolnshire LEP promotes equality of opportunity and does all it can to ensure that no member of the public, service user, employee, contractor or staff member working within a partner organisation will be unlawfully discriminated against.

The LEP commits to the following in line with the National Assurance Framework and the Greater Lincolnshire Local Assurance Framework:

- **Appoint a LEP Board Champion for Equality and Diversity**
- **Produce a equality and diversity policy statement which will be published and reviewed annually**
- **Ensure representation at Board and Sub-Board level is reflective of the local business community (including geographies, gender and protected characteristics)**
- **Produce an annual report to the LEP Board which monitors diversity at board level and sets out the steps the LEP is taking to ensure diversity in its engagement with local communities and businesses. The report should also make suggestions as to how improvements can be made during the year**
- **A commitment to ensure that by 2020 at least one third of members of LEP Boards are women with an expectation for equal representation by 2023**

Our Procedures

Employee selection, retention and promotion

Selection for board membership, employment, promotion, training or any other benefit will be on the basis of aptitude and ability. All employees are employed or on secondment to LCC, as the host organisation. All will be helped and encouraged to develop their full potential and the talents and resources of the LEP workforce will be fully utilised to maximise the efficiency of the organisation.

In commissioning, we will also meet our obligations under the Social Value Act, which requires people who commission, or buy, public services to consider securing added economic, social, environmental and well-being benefits for their local area. We will work with our partners locally to ensure that all project development, commissioning and tendering procedures support the following principles

- **Advancing equality of opportunity for people in our target groups**
- **Ensuring the elimination of unlawful discrimination, harassment and victimisation**

What will we do?

Greater Lincolnshire LEP will engage with all stakeholders and be inclusive and transparent in all communications. Our priorities and objectives mostly deliver an equality impact, for example, by targeting key sectors, priority groups, and local communities. In addition, we will work with our

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partners to ensure that all project development, commissioning and tendering procedures support the following principles:

- Advancing equality of opportunity;
- Showing our commitment to support women into enterprise and employment;
- Ensuring the elimination of unlawful discrimination, harassment and victimisation.

We will ensure barriers to equality are being proactively tackled at delivery level and in delivering our equality and diversity policy, we will:

- Assess the impact on equality as we develop our strategies, policies and programmes, and consider what actions, if any, may be appropriate to improve any identified adverse impacts;
- Monitor our social, environmental and economic impact and the impact on equality as we implement our strategies, policies and programmes;
- Be open and transparent and publish all information regarding our progress on achieving equality and diversity;
- Work in partnership with the range of local, regional and national organisations to create new and better actions;
- Provide excellent customer care by ensuring that services are provided by knowledgeable and well-trained staff who understand the needs of their communities;
- Promote best practice;
- Endeavour to recruit openly from our community so that the Board reflects regional diversity in terms of age, ethnicity, gender and disability. This measure will be assessed annually and the results produced for the Board;
- Ensure that all members of the Board and all employees have had equality and diversity training;
- Encourage applications from all diverse backgrounds to the Board or employment and we will ensure recruitment literature does not contain barriers to employment.

Responsibilities of the LEP Board and the Board Champion

The ultimate responsibility for our policy rests with the Greater Lincolnshire Board of Directors to ensure that there are systems in place to put this policy into practice on a day-to-day basis. The Board has appointed a Board Champion on Equality and Diversity who will report annually. **The role is as follows:**

- Review the current policy statement
- Present an annual report on the progress of the LEP in encouraging diversity and how improvements can be made.
- Produce a diversity statement explaining how the LEP will ensure representation at board and sub-board level which is reflective of the local business community (including geographies, gender and protected characteristics).
- The statement should also set out how the LEP will monitor diversity at board level and explain what steps the LEP is taking to ensure diversity in its engagement with local communities and local businesses.
- The diversity statement should include a commitment to ensure that by 2020 at least one third of members of LEP boards are women with an expectation for equal representation by 2023.

The Diversity Champion will:-

- Champion diversity and the effects of discrimination at the Board Level
- Identify areas in which the LEP can improve its efforts to be more inclusive.

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- Actively promote, celebrate and raise awareness of Equality, Diversity and Inclusion issues.
- Deal with queries as appropriate and take any equality matters to the LEP Directors Board.

The Chief Executive of the LEP will

- Feedback information on current Equality and Diversity legislation and guidance to the LEP Director /Board as relevant.
- Support and encourage engagement in all equality initiatives.
- Share and promote best practice.
- Support the Diversity Champion in the role
- Foster good relationships between all LEP boards, staff and stakeholders through events or training and ensure staff and boards are aware of their EDI responsibilities.

The LEP is responsible and accountable for the implementation of this policy and accompanying policies, both inside and outside the organisation, and for ensuring we fulfil our role in addressing diversity issues by promotion of this policy.

The Greater Lincolnshire LEP Board and team members will be made aware of their responsibility to challenge any unfair discrimination for reasons covered by equalities legislation. This policy will be reviewed every year and any recommendations and changes are to be agreed by the Board.

Current Appointments : Board Champion : Dean Father, Director
Name of Person responsible: Ruth Carver, Chief Executive

Greater Lincolnshire LEP Board Agreed: Version March 2019
Effective Date of Policy: March 2019 – March 2020



Policies and Procedures for the Greater Lincolnshire LEP

<u>Corporate Governance - LEP Policies</u>	<u>Version</u>	<u>Last reviewed</u>	<u>Review date</u>	<u>Responsible Officer</u>	<u>Board recommending</u>	<u>Board approval</u>
Code of Conduct Policy – Board Directors, incorporating Declarations of Interest.	V1	March 2018	As necessary	Ruth Carver		
Code of Conduct Policy – LEP Statutory, Staff and Advisory Boards	V1	N/A	March 2019	Kate Storey	March 2019	
Declarations of Interest (individual – LEP Team)	V1	March 2018 (RC only)	March 2019	Kate Storey	N/A	N/A
Confidential Reporting Policy	V1	November 2018	May 2019	Linsay Hill-Pritchard		
Enquires, Compliments and Complaints Policy	V1	February 2018	March 2019	Linsay Hill-Pritchard		
Equality and Diversity Policy	V1	January 2017	March 2019	Linsay Hill-Pritchard	March 2019	
Freedom of Information Policy	V1	March 2018	May 2019	Linsay Hill-Pritchard		
Financial Interest Policy	V1	2017	May 2019 F&A	Linsay Hill-Pritchard		
Financial Reserves Policy	V1	2017	March 2019	Linsay Hill-Pritchard	March 2019	
Travel and Hospitality Policy	V1	September 2014	March 2019	Kate Storey	March 2019	
Whistleblowing Policy	V1	February 2018	February 2021	Linsay Hill-Pritchard		
Privacy Policy	V1	May 2018	March 2019	Kate Storey		
MOU LEP/ Accountable Body	V1	NEW	March 2019	Ruth Carver	March 2019	
Scheme of Delegation	V1	NEW	March 2019	Ruth Carver	March 2019	
<u>Board documents</u>						
<u>LEP Directors Board</u>						
Recruitment Pack	V1	November 2017	March 2019	Ruth Carver		
Policy for Board Directors recruitment	V1	November 2017	March 2019	Ruth Carver		
Terms of Reference	V1	October 2017	March 2019	Ruth Carver		
<u>Investment Board</u>						
Terms of Reference	V1	September 2014	March 2019	Ruth Carver		
<u>Appointments Committee</u>						
Terms of Reference	V1	September 2014	March 2019	Ruth Carver		

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Finance & Audit Committee						
Annual Finance Summary	V1	July 2018	July 2019	Linsay Hill-Pritchard		
Annual Audit Report	V1	July 2018	July 2019	Linsay Hill-Pritchard		
Annual Audit Report Summary	V1	July 2018	July 2019	Linsay Hill-Pritchard		
Terms of Reference	V1	September 2014	March 2019	Ruth Carver		
ESIF Committee						
Declarations of Interest (Individual)	N/A	Held by Managing Agent (MHCLG)	Updated by Managing Agent (MHCLG)	Susannah Lewis		
Terms of Reference	V1	September 2014	Not stated	Ruth Carver		
Employment & Skills Board						
FAQs	V1	2012	March 2019	Clare Hughes		
Declarations of Interest (Individual)	N/A		April 2019	Clare Hughes		
Terms of Reference	V1	March 2018	March 2019	Ruth Carver	March 2019	
Growth Hub Board						
Annual Review	V1	March 2018	March 2019	Samantha Harrison		
Bi-annual Review	V1	October 2018	October 2019	Samantha Harrison		
Annual Audit Report	V1	May 2018	May 2019	Samantha Harrison		
Declarations of Interest (Individual)	N/A	March 2015	April 2019	Samantha Harrison		
Terms of Reference	V1	June 2015	Not stated	Ruth Carver		
Manufacturing Board						
Declarations of Interest (Individual)	N/A	NEW	April 2019	Samantha Harrison		
Terms of Reference	V1	NOT DATED	NOT DATED	Samantha Harrison		
Visitor Economy Board						
Declarations of Interest (Individual)	N/A	NEW	April 2019	Nicola Radford		
Terms of Reference	V1	September 2017	Not stated	Ruth Carver		
Water Management Board						
Declarations of Interest (Individual)	N/A	NEW	April 2019	Ruth Carver		
Terms of Reference	V1	November 2018	Not stated	Ruth Carver		
Food Board						
Declarations of Interest (Individual)	N/A	NEW	April 2019	Ruth Carver		
Terms of Reference	V1	Summer 2019	Summer 2019	Ruth Carver		

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Innovation Council						
Declarations of Interest (Individual)	N/A	NEW	April 2019	University of Lincoln		
Terms of Reference	V1	Summer 2019	Summer 2019	University of Lincoln		
AGM						
AGM minutes	N/A	July 2018	July 2019	Kate Storey	N/A	N/A
AGM Annual Presentation	V1	July 2018	July 2019	Kate Storey		
AGM Company Membership	V1	July 2018	July 2019	Kate Storey		
Other documents						
Annual Reports	V1	July 2019	July 2020	Kate Storey		
Annex B S151 Assurance Statement	V1	November 2017	March 2019	Linsay Hill-Pritchard		
Annex C Governance Statement	V1	December 2017	March 2019	Linsay Hill-Pritchard		
Articles of Association	V1	September 2014	March 2019	Ruth Carver		
Assurance Framework – sign off letter	V1	February 2018	March 2019	Linsay Hill-Pritchard		
Local Assurance Framework	V2		March 2019	Linsay Hill-Pritchard		

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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

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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.