

## LLEP BOARD OF DIRECTORS

3.00pm, 1 NOVEMBER 2022

City Hall G:02

### AGENDA

TIME		ITEM	REPORT	DECISION /DISCUSSION INFORMATION	LEAD
15:00	1.	Welcome and Apologies			AR
	2.	Declarations of Interest			All
15:05	3.	Minutes and actions LLEP Board Meeting 16 August 2022	Paper A	Decision	AR
STRATEGIC ITEMS					
15:10	4.	Head of LLEP Report to Board	Paper B	Information	Sue Tilley
15:20	5.	Chair's update on County Deals	Verbal	Information	AR
15:30	6.	Growing Place Fund - Options	Paper C	Discussion	Elizabeth Botmeh
FINANCIALS					
15:40	7.	LLEP Finance Report • Operational Budget 2022/23 Monitoring	Paper D	Discussion	Colin Sharpe Elizabeth Botmeh
15:50	8.	Future funding scenarios <b>Not for Publication</b>	Paper E	Discussion	Colin Sharpe Anil Majithia
OPERATIONAL PERFORMANCE					
16:00	9.	Programme dashboards – Business Rates Pool Getting Building Fund Enterprise Zone Business Gateway Growth	Paper F	Information	Sue Tilley

		Hub			
16:10	10.	EZ – Charnwood Campus - <b>Not for Publication</b>	Paper G	Decision	Cheryl Maguire
16:20	11.	Risk register	Paper H	Discussion	Elizabeth Botmeh
GOVERNANCE					
16:30	12.	Progress on recruitment of CEO & formal Board approval <b>- Not for Publication</b>	Paper I	Decision	Anil Majithia
16:35	13.	LLEP Membership Applications	Paper J	Decision	Elizabeth Botmeh
16:40	14.	Governance Review – Finance & Investment ToR Audit & Risk ToR Committee Membership	Paper K	Discussion	Anil Majithia
16:50	15.	Youth Advisory Board	Paper L	Decision	Stewart Smith
16:55	16.	Sub-Group Updates	Verbal	Information	All
17:00	17.	AOB			All

Date of Next LLEP Board Meetings:

- 14 February 2023
- 11 April 2023
- 13 June 2023
- 8 August 2023
- 10 October 2023
- 12 December 2023

# Paper A



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## LLEP Board of Directors

3pm, Tuesday, 16 August 2022

Face to Face meeting: National Space Centre

Organiser: Sharif Chowdhury

Chair: Andy Reed OBE (AR)

Directors: Emma Anderson (EA), Peter Bedford (PB), Nishan Canagarajah (NC), Verity Hancock (VH), Kevin Harris (KH), Anil Majithia (AM), Chas Bishop (BP), Dr Nik Kotecha OBE (NK), Neil McGhee (NM), Jaspal Singh Minhas (JSM), Cllr Danny Myers (DM),

In Attendance: Elizabeth Botmeh (EB), Colin Sharpe (CS), Sue Tilley (ST), Jo Dexter (JD)

Apologies: Alison Greenhill (AG), Ajmer Kaur Mahal (AKM), Sonia Baigent (SB), Lorraine Boorman (LB) Anne-Marie Hunt (AH) Cllr Jonathon Morgan (JM), Terry Richardson (TR)

Minutes Taken By:

CC To: All

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## MINUTES

<b>1.</b>	<b><u>Welcome and Apologies</u></b>	
1.1	AR welcomed those present to the meeting.	
1.2	Apologies were received from AKM, TR, SB, LB, AH, JM and SC.	
<b>2.</b>	<b><u>Declarations of Interest</u></b>	
2.1	There were no Declarations of Interest.	
<b>3.</b>	<b><u>Minutes and Actions LLEP Board of Directors Meeting Held on 14 June 2022</u></b>	

Minute		Action
3.1	The meeting was recorded as a true and accurate record.	
3.2	All actions covered as part of the agenda.	
<b>4.</b>	<b>LLEP Update</b>	
4.1	ST highlighted key points within the report, notably the EZ forecasts, achieved and impacts of CV19 on the output figures.	
4.2	AM requested projections on a regular basis to show what has been achieved and what will be delivered and when.	ST/CM
4.3	It was reported that the emerging Youth Voice within the Careers Hub and the successful evaluation has showcased the team performance which outperformed other areas in 5 of the 8 Gatsby benchmarks. In particular, one EA has been recognised nationally for SEND achievements. NK questioned if we should re start the careers networking event.	ST/NK
4.4	NC commented on the opportunity to have a joined-up Apprenticeships Ambassador with the universities.	NC/ST
4.5	ST emphasised that the ERDF underspend was a national figure, and not local. The capital programmes have tried to be more visual in this report, focusing on the impact, it was noted that monitoring was ongoing until at least 2025.	
4.6	NK expressed thanks to the LLEP team on delivery of several programmes.	
4.7	County Deal – an update was noted with regards to the ongoing discussions around the county deal. NK commented that the business voice was coming together in September. Concerns were expressed by the board that businesses feel that area would suffer if not part of a larger deal.	
4.8	EA echoed the important that the LLEP to continue to participate to ensure we are seen as a valuable resource to engage in the process.	
4.9	JD commented that the York and North Yorkshire devolution deal should be looked at for comparison emphasising that a negotiation process with government and not one size fits all, and that Leicester, Leicestershire and Rutland was still progressing. <a href="http://www.gov.uk">York and North Yorkshire devolution deal - GOV.UK (www.gov.uk)</a>	

Minute		Action
4.10	AR commented that we were in discussions with all parties and that we need to ensure our focus is still on delivering what the LLEP delivers.	
<b>5.</b>	<b>Board Recruitment – Chair’s Appointment - Way Forward</b>	
5.1	AM introduced Paper C which seeks the board approval for a revised approach to the chair’s appointment and an update on the recent director recruitment.	
5.2	<p>AM reported that the director’s role received 13 applications strong, which was narrowed down to a shortlist of five candidate interviews due to the skills and diversity needs. The Appointments Committee will recommend to the members at the AGM to appoint the following applicants as directors:</p> <ul style="list-style-type: none"> <li>• Jo Tallack</li> <li>• Gosia Khrais</li> <li>• Glynis Wright</li> </ul>	
5.3	AM provided an update on the Chair’s recruitment, explaining that given the uncertainty around the role of LEPs, which increased with the pending leadership changes for the Prime Minister has resulted to minimal interest in the role. Several business leaders were approached and in addition to the uncertainties, they also stated the need to focus on their own business as we just move out of pandemic.	
5.4	AM highlighted the importance of ensuring that robust governance continues, and the board can fulfil its legal duties. The Appointments Committee explored various options on how the current Interim Chair can continue to help LLEP by continuing in the role, be it with reduced workload.	
5.5	It was shared that the Co-Chair model with workload split with one Co-Chair focussing on business and usual activities would allow AR to focus on shaping the future of LLEP and facilitate business engagement in any new arrangements.	
5.6	The Board <b>AGREED</b> with the model was agreed and few board members were canvassed about the model. Given the pressures of work on them we were unable to identify a candidate for a Co-Chair. As such Anil Majithia has put himself forward, whilst concerned about his workload, he stated that one of his roles is coming up for reappointments so he will make time by not seeking reappointment of that role should the board agree appoint him as a Co-Chair.	
5.7		

Minute		Action
5.8	KH asked whether the articles of association would require amendments, AM stated that this was not necessary given the limited timeframe and the fact that both Co-Chairs will be fulfilling the duties of both roles (Chair & Deputy -Chairs) for their respective areas of focus.	
5.9	AR stated that he does not see this going beyond Summer of 2023 and could be reviewed then.	
5.10	EB clarified that the Articles do not make provision for Co-Chairs. And pointed out that the role of Deputy within the Articles is for the Board to define. AM stated that in that context both Co-Chairs will perform both roles as appropriate.	
5.11	VH asked whether there were plans to keep warm those who had been spoken to. AR agreed, as many reported that there were interested, however due to other commitments they could not dedicate the time at the present but may be able to in 18 months' time.	EB/AR/AM
5.12	AM stated that his next steps would be to look at the induction process and asked for volunteers to mentor the new Board Appointees. AR commented that the Appointments Committee would look at the candidates who were not put forward for the Board with a view to asking them to work and support us in other ways.	AM/EB
5.13	EB indicated that any changes to the Governance of the LLEP and the Articles are for the members to decide and that 75% of all eligible voting members must agree. NC commented that we need to be clear how we communicate the change.	EB/AM/AR
5.14	<p>NM queried the process for appointing directors at the AGM. EB confirmed that a resolution to be presented to the members, covering the new appointments and the renewal of the existing directors.</p> <p><b>Decision:</b> The Board unanimously APPROVED the Appointment Committee recommendations to:</p> <ul style="list-style-type: none"> <li>I. Endorse the model of governance and leadership proposed</li> <li>II. Approve the appointment of Andy Reed and Anil Majithia as Co-chairs to fulfil the duties of Chair and Deputy Chairs of LLEP going forward</li> <li>III. Note the recommendations going to the AGM for appointment of the 3 new Non-Executive Directors from the Private Sector.</li> </ul>	
5.15	Further discussions took place on how to comply with the Articles, and the Co-Chairs have agreed the following statement in terms of split of the	
5.16	roles and responsibilities that satisfies compliance with the articles.	

<u>Minute</u>		<u>Action</u>
	<p>Whilst Both AR and AM will operate as Co-Chairs, for purposes of compliance with the Articles, AR is designated Chair for all the board meetings and AGM. AM will act as Deputy chair at the meetings.</p>	
<p><b>6.</b></p> <p>6.1</p> <p>6.2</p> <p>6.3</p> <p>6.4</p> <p>6.5</p> <p>6.6</p> <p>6.7</p>	<p><b>LLEP Finance Report</b></p> <p>AR provided an overview of the financial position which highlights challenges and future uncertainties given the financial situation.</p> <p>CS presented the out-turn report for 2021/22, the figures reported broadly in line with previous reporting.</p> <p>DM commented on the breadth of work undertaken by the team, as shown in the team report, and the clear loss of staff, as shown in the finance report and wished to thank them for continuing to deliver under the pressure.</p> <p>CS presented the paper D2 LLEP Reserves 2021/2022 and noted that the figures were approximate and welcomed the suggestion of a small working group to look at the figures in more detail.</p> <p>EA asked what provision was there for staff welfare, CS confirmed that the AB are mindful of the current pressures on staff. CS expects ST to raise any issues surrounding work capacity to the AB where the Council can offer support.</p> <p>ST reported that the Growth Hub Manager role was due to be advertised, and that role had been adjusted to accommodate the changing focus of the LLEP work. To meet the changing needs of business support and delivery the strategy being adopted is for the LLEP team to move to strategic alignment rather than been driven by funding streams.</p> <p><b>Action Point</b> – AM to organise a working group to investigate more detail on the LLEP reserves and future finances.</p>	<p><b>AM</b></p>
<p><b>7.</b></p> <p>7.1</p> <p>7.2</p>	<p><b>LEP Network Chairs/CEO's Conference and Dinner Update</b></p> <p>EA provided an update on the recently held LEP Network Chairs/CEO's Conference and Dinner which emphasised the important role of LEP's in translating the strategy and the need to connect at a local level and triangulate further with skills.</p>	

Minute	Action
7.3	EA highlighted the integral role of the private sector voice during the process LEPs merge into democratic institutions. EA encouraged LLEP Board members to attend similar events should the opportunity arise.
7.4	EA advised that the events on the had a technology focus with speakers including Chris Philp MP and George Freeman MP. Key works of the Office for Investment were also highlighted.
7.5	Chris Philp referred to LEPs' role of bringing together business and universities signposting the UKSPF in terms of funding and encouraged local authorities to bid for digital and tech projects saying that the skills agenda is the 'most obvious'. Potential funding sources referenced included Northern Powerhouse Investment Fund, Innovate UK funds and potential funds within the UK pensions sector.
7.6	In terms of the DIT/OFI Mark Cooper said that the priorities are net zero, science and technology and levelling up – all very broad...and he also said that universities are under-exploited as an asset.
7.7	George Freeman stated that LEPs should localise net zero, to focus on science and tech and to connect places with innovators and the importance of creating 'clusters.
7.8	EA attended the breakout session about LEPs integrating into democratic institutions. Leeds City LEP and the Liverpool City LEP stressed the importance of the private sector voice being part of the overall decision-making process by the local authority to support the development and delivery of schemes and outcomes, the importance of working across boundaries and having a diverse board.
8.	<b>AGM</b>
8.1	ST provided a verbal update on the status of the AGM planning and outlined the key items on the agenda.
8.2	It was <b>AGREED</b> that AM would present the company finance report this year.
8.3	EB noted that in previous years the agenda included a Q&A session at the end of the AGM, KH commented that there should be preparation for handling the questions on the day.



Minute		Action
8.4	The Board requested that the Growing Places Fund be profiled using Gresham as an example and use the AGM to promote GPF.	
8.5	EA suggested the Board members exercise the opportunity to meet the team socially after the AGM event. It was agreed for ST and EB to plan for a social event.	ST/EB
9.	<p><b>Enterprise Zone Implementation Plans</b></p> <p>9.1 CM updated the Board on the recently written implementation plans and provided insight on the next steps which includes amalgamating an action plan to highlight all the activities that the partners can focus on.</p> <p>9.2 CM confirmed that the EZ steering groups have approved the sign off and were content with the plans.</p> <p>9.3 CM further highlighted that the EZ business rates are finite and will only develop so much.</p> <p>9.4 The Board acknowledged the consultants extensive work in developing the implementation plans thoroughly. JD expressed thanks to CM for setting a platinum standard on Enterprise Zones</p> <p>9.5 <b>Decision:</b> The Board APPROVED the EZ Implementation Plans.</p>	
10.	<p><b>Sub-Group Updates</b></p> <p>10.1 VH provided a background to the Skills Advisory Panel which met prior to the summer break, noting the challenges within the education sector.</p> <p>10.2 NK noted that due to a conflict of interest with AR becoming the interim chair, NK agreed to temporarily cover the Investment Panel. NK asked for consideration of another Board member to Chair the Investment Panel.</p>	AR/NK
11.	<p><b>AOB</b></p> <p>11.1 AR expressed thanks to KH for his contributions to chairing the LLEP, and JSM for great consistency in LLEP matters and being a great voice for the SME business community.</p> <p>11.2 ST informed the Board a request has been made by board members to change the date of the next board meeting. A poll will be circulated to gauge the appropriate date for members.</p>	ST/SC

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## Head of LLEP Report to Board

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### 1. Purpose of Report

To provide LLEP Board Directors with an update on strategic activity and engagements outside of the agenda items under discussion.

### 2. Executive summary

- Since the last LLEP Board meeting in August there has been a period of national mourning following the death of HM Queen Elizabeth then the ascension of King Charles III.
- Uncertainty in politics continues to make a challenging environment for business.
- Ongoing uncertainty around funding for LEPs remains a concern.
- The LLEP annual general meeting took place on 28<sup>th</sup> September. Feedback has been very positive.
- Stakeholders have commended LLEP on change in approach, increased profile and visibility of the LLEP Board, and awareness raised of LLEP activities.

### 3. Objectives

Head of LLEP was created in February 2022 as an interim role to cover responsibilities and duties previously managed by the LLEP Chief Executive. Head of LLEP has since led the LLEP team, working with Leadership Management Team to deliver five objectives:

#### 3.1 LLEP Team

- Motivate team and stem flow of exiting officers.
- Re-purpose team to take on new areas of responsibility, increasing the resilience and financial stability of the LLEP.
- Recruit a new Growth Hub Manager to focus on delivery and engagement.

#### 3.2 Economic Strategy and Delivery

- Work with LLEP team to deliver to the Leicester and Leicestershire Economic Growth Strategy 2021-30. Set out how local strengths, innovation, and skills would be harnessed to create a productive, inclusive, and sustainable economy.
- Work with the team to develop delivery plans for (a) April 2022 to March 2023, to publish in August 2022, and (b) April 2023 to March 2024, to publication in November 2022.

### **3.3 Communications**

- Raise profile with effective communications and marketing to highlight the successes of LLEP programmes, delivery of LLEP Board and sub-board activities, and opportunities for business.

### **3.4 Funding**

- Identify new funding sources and strategies, implement and monitor with the LLEP team.

### **3.5 Engagement and Partnership Working**

- Strengthen relationships with government agencies, other LEPs, Midlands Engine, business community, local authorities, universities and colleges, voluntary sector, local partners, and other key stakeholders.

## **4. Delivery against objectives (Autumn 2022)**

### **4.1 LLEP Team**

- LMT continue to encourage the LLEP team to maintain a 'business as usual' focus despite the uncertainty around the future of LEPs.
- The LLEP team have been very busy throughout the period. An exciting autumn is in process and officers are working on new delivery programmes and projects.
- The new Business Gateway Growth Hub Manager, Salma Mansoor, has been recruited. Her remit will be to (a) focus on delivery of the various programmes available to businesses, (b) strengthen and develop partnerships with universities, Leicester City Council, Leicestershire County Council, districts, and other strategic partners to forge strong working relationships.
- Activity will identify funding opportunities and gain economic intelligence for the LLEP area. Salma was previously part of the Inward Investment team at Leicester City Council, working for DIT, and has excellent knowledge of the LLEP locality,
- Internal recruitment of data co-ordinator, Sunny Loi, will focus on data capture and report writing.

### **4.2 Economic Strategy and Delivery**

- The LLEP team are working to the [LLEP Delivery Plan 2022-23](#). There is a status update at the end of this report.
- A further draft Delivery Plan for 2023-24 is being developed for publication in November. The outline is at the end of this report.

- The [LLEP Internationalisation Report](#) was published in October. It highlights the importance of international trade; a key area for economic growth identified in the LLEP Delivery Plan. The report shows how internationalisation can help drive growth, create jobs, and boost productivity.
- Business Gateway Growth Hub continues to evolve in the wake of ceasing ERDF funding. The LLEP team is looking repositioning its work and has commissioned Focus Consultants to look at alternative models. Work is due for completion at the end of October. Universities, banks, districts, Leicester Startups, business support organisations, and staff have all been consulted.
- Sonia Baigent is supporting the repurposing of the Business Gateway Growth Hub Board to become the LLEP Business Board.
- The Innovation Board, led by Dr Nik Kotecha, continues to spearhead the development of a regional Innovation Strategy, following a recent awayday and subsequent planning meetings.
- Inclusivity remains a key focus. [A new report](#), commissioned by the LLEP Business Gateway and containing interviews with a number of figures in the local Black Business Community, provides a blueprint for future support for the Black Business Community in the city and identifies key challenges. Main issues include funding, lack of support networks, and lack of awareness of available business support.

### 4.3 Communications

- LLEP comms was outsourced in December 2021 following the departure of LLEP communications team members. 1284 Ltd was commissioned to manage all external PR and comms. This has given the LLEP increased control over spend while providing effective support to the LLEP Board.
- From December 2021 to October 2022, the LLEP received 8,661 link clicks to LLEP webpages from its PR campaigns.
- 1284 Ltd director George Oliver cautions as to the reliability of certain media monitoring data, however the data required under the LLEP tender, shows the LLEP gained 60 media clips, total reach estimated at up to 50.7m, with an advertising value equivalent (AVE) of £62,472, between August and October 2022. The Growth Hub also issues PR and marcomms.
- Various PR work is in the pipeline, including a successful thought leadership pitch to LEP Network, Chas Bishop discussing Leicester Waterside on BBC East Midlands Today, and an in-depth case study in partnership with HORIBA MIRA.
- The printed Annual Report and accompanying video for the AGM were completed to deadline and budget.
- The LLEP now has representatives on various multi-agency comms groups including EmDevCo, Made Smarter, and Create Growth. Meeting summaries are provided to LMT.
- The LLEP team is leading the Working Group for Leicestershire Innovation Festival 2023 and George is also on the working group for the LeicestershireLive Innovation Awards. This led to LLEP sector profiles being used to shape the 2023 Awards categories to match local sectors. Reach's marketing and editorial for the Awards is also now fully integrated as part of the 2023 Innovation Festival.
- Head of LLEP has attended a number of events and meetings in which positive comments have been made about how much more accessible and engaging the LLEP has been since the start of 2022. Comms is playing a large part in this, raising the LLEP's profile and widening its reach.
- Comms work is being supported by the many face-to-face meetings LMT and Board members are now having with businesses and organisations.

#### 4.4 Funding

- The LLEP team continue thinks and work creatively and look for new funding opportunities. These must, in some way, replace ERDF and shape new programmes of activity and opportunities for businesses. Recent successes include:
- **Made Smarter.** We worked with the East Midlands Cluster to secure this programme led by GLLEP. We await the funding letter from BEIS following Ministerial sign off. We already have a pipeline of EOIs but are unable to officially launch. The programme was originally planned for October.
- **Create Growth.** The LLEP led a regional consortium bid that also included DMU, Derbyshire, and Lincolnshire. Success will bring millions of pounds of investment to the region. The LLEP will work directly with DCMS and Innovate UK to accelerate growth and boost productivity by scaling successful creative businesses. The long-term DCMS strategy is to create clusters for growth. The LLEP did very well to secure this funding being one of only two applicants who were not previously in a pilot area. The Board are asked to note Paper B1 for more detail.
- **Investment Zones.** The LLEP team offered support to the Leicester City Council and Leicestershire County Council in the preparation of EOIs for IZs. Timescales were very tight, with only 12 days for EOIs to be prepared. They had to be led by MCA/or UTLA. Two applications were submitted, one from Leicester City and one from Leicestershire County Council. Both focus on the existing Loughborough and Leicester Science and Innovation Enterprise Zone. Warwickshire County Council submitted an EOI on behalf of the MIRA South Site.
- **Leicestershire Innovation Festival.** The Working Group aims to secure sponsorship to ensure that we build on last year's biggest ever festival with increased reach and relevance in 2023. De Montfort University has already committed £5,000.

#### 4.5 Engagement and Partnership working

- A large part of the Head of LLEP role has been in making the LLEP more visible and known as a trusted partner. There have been a number of positive meetings during the period, including:
- **LEP Network.** Ongoing LLEP Chair/CEO meetings EM Cluster.
- **LEP Integration meetings.** Strengthening the LEP offer for those, like us, not on an immediate integration pathway.
- **Political.** Meeting with Jane Hunt MP was very positive. The LLEP supplied specific economic data for Loughborough and Charnwood and discussed a range of matters, including IZs, County Deal, lobbying for the LLEP, Business Gateway, Midlands Engine, Innovation Board and Skills. Jane is keen to meet the LLEP team, possibly with other local MPs.
- Meeting with Cllr Sarah Russell and Liz Kendall MP's office supplied localised economic data and economic business data captured by the Growth Hub.
- **BEIS Local.** Fortnightly meetings with Jo Dexter, BEIS Area Lead for Leicester and Leicestershire.
- **All-Party Parliamentary Group (APPG).** UK's Future Freight & Logistics meeting led by Viscount Waverley. Following the meeting, Lord Waverley called the LEP Network to stress how impressed he was with LLEP input and how central he saw LEPs to the success of the work of the APPG. There are to be regional groups established across the UK, which will feed into a National Steering Group and will report in June/July 2023. The LLEP will be represented on the Midlands Group and will have cross-border working contribution to the APPG. Logistics is an important sector and we are happy to support. We are currently in discussion with SEMLEP, D2N2 and GLLEP.

- **University.** De Montfort University: VC Professor Katie Normington and Helen Donnellan. University of Leicester: UK Space Agency Cluster bid meetings, Teresa Raventos and Will Wells. University of Leicester: Professor Martin Barstow.
- **Business Meetings.** Charnwood Borough Council: Rob Mitchell, CEO. Loughborough University: Alex Owen, Chief Financial Officer. Leicester Business Voice: Peter Small. Horiba Mira: Declan Allen MD /Coventry and Warwickshire, Sarah Windrum, Chair, Paula Deas, Deputy CEO. Brooksby College: Dawn Whitmore, Principal/CEO.
- **Events.** Launch of De Montfort University / Barclays Eagle Lab. Guild of St Martins Dinner: Guest of EMB.







## **DCMS Create Growth Programme**

The LLEP has been successful in leading a local consortium bid for the Department of Digital, Culture, Media and Sport's (DCMS) Create Growth programme.

The consortium geography spans Derby, Derbyshire and Lincolnshire, and includes universities and private sector partners (Nottingham submitted their own, unsuccessful bid).

The scheme provides £1.25m in funding over 3 years to support a Creative Academy programme that aims to support 100 businesses across the region. The aim of the project is to support businesses with high growth potential and participating businesses will have the opportunity to benefit from a £7m fund for finance support via a government appointed partner, Innovate UK.

As the lead authority, the LLEP will administer the programme, which has an allocation of 2.75 FTE members of staff. This is currently being considered but there is an expectation that some existing LLEP posts will be supported by the successful bid.

The programme set-up will begin immediately, and the first cohort is stated to start early in 2023.

The top proposed workshops are:

1. The Business Plan
2. Financial planning and investment
3. Commercialisation and Valuing IP
4. Understanding New Technologies – R&D
5. Scaling up – Employment and HR
6. Leadership Skills Development
7. Finding New Markets – diversification
8. Diversity
9. Client Relationship
10. Collaborations

The programme is expected to be high profile and may include a ministerial visit to the LLEP area during the programme.



LLEP 2022-23 Delivery Plan progress report						
Key:		On target with no concerns or complete		Active, requiring more work or in early stages		Not started, no work planned or significant issues
Pillar	Delivery Plan aim	RAG	Progress			
<b>Productivity</b>	Drawing together and enhancing existing provision, developing and coordinating a cohesive framework for local start-up support, and meeting increased demand for support via the Business Gateway Growth Hub		Hindered by the gap in Growth Hub manager and reduced funding. Growth Hub activities have centred on keeping the service running rather than expanding demand. Growth Hub activities will be reshaped according to new BEIS funding and the outcome of a current external review of activity.  Start-up support and ecosystem has been included in the Growth Hub review by Focus consultants.			
	Providing ongoing advice and support to businesses through the Growth Hub		Service has been maintained throughout the transition period.			
	Supporting productivity improvements, digital transformation, HR and skills, and diversification through Growth Hub webinars and 1-2-1 support		Following the recent approval by the ERDF project Board we are currently undertaking procurement in line with ERDF principals.			
	Supporting delivery of the Business Tourism Service and the activities of the Tourism Advisory Board, which is funded through the Business Rates Pooling and repurposed Growing Places Fund		Funding via GPF provided to support Place Marketing which has supported campaigns such as the recent Fitcation visitor campaign.			

Pillar	Delivery Plan aim	RAG	Progress
<b>Innovation</b>	Continuing to support life sciences, space and earth observation at our Enterprise Zones and facilitate funding ambitions for Space Park 3	Green	Strong support for Enterprise Zones provided by LLEP programme manager Cheryl Maguire
	Supporting business through our Ambition to Grow programme	Yellow	Ambition to Grow has now been commissioned and rolled out with businesses recruited.
	Driving up opportunities for collaboration, knowledge exchange, pooling of resources, and applied problem solving via our Innovation Board	Yellow	Innovation Board has been established with a defined programme of work which has now been allocated.
	Improving the region's culture of innovation, as well as increasing awareness of the business performance benefits, through specific actions agreed by our Innovation Steering Group. This will include a Leicestershire Innovation Festival	Yellow	<p>Actions of the Innovation Board not yet feeding through into practice.</p> <p>Leicestershire Innovation festival planned for February.</p>
	Developing peer-to-peer idea exchanges through our Growth Hub and following the MIT Reap model of innovation support for SMEs	Red	No current Growth Hub work. However, the city council have used the learning from the successful scheme to roll out a Peer Networking programme aimed at start ups.
	Continuing to partner with the Midlands Engine Investment Fund, which has provided millions of pounds of finance for LLEP businesses since 2020	Yellow	Identified as an area where the LLEP and Growth Hub could strengthen. New Growth Hub manager will progress this. Included in Growth Hub consultant review.

Pillar	Delivery Plan aim	RAG	Progress
<b>Inclusion</b>	Engaging with all schools and colleges in our area through the Careers Hub		All secondary schools and colleges engaged with. However, engagement from the school could be better in a small number of cases.
	Working with schools and colleges to support We Discover as we seek to support young people with SEND to make informed choices and have routes to job and skills progression		We Discover SEND project progressing well, resourced and working with partners.
	Working with local employers to create virtual insight experiences for young people and adults in Leicester and Leicestershire		Over 200 virtual insight experiences created, including companies such as Cadent, ICFC and Cavendish Nuclear.
	Using our NEET prevention project to work with local young people		<p>The project is now on the second and final cohort. The first cohort was below target numbers.</p> <p>Now in phase 2 active in Charnwood. 8-10 people attending each week. There are challenges trying to secure work experience. A number of attendees have been going for interviews and secured jobs.</p> <p>The cohort specification has now been widened to include refugees due to a shortfall in the original target group.</p>
	Supporting seven LLEP-funded local digital poverty projects with training and digital-ready devices, including a device loan scheme, through our Digital Skills Partnership		Projects starting to submit claims for successful outcomes. Most projects are six months in to a 2-year programme.
	Continuing the development of SportPark		Project is on target with anticipated final claim due in December 2022 (Q3)

Pillar	Delivery Plan aim	RAG	Progress
<b>Sustainability</b>	Investing through the Business Rates Pooling Fund in projects including Loughborough town centre regeneration and green growth corridors		<p>Investments have been made in several local regeneration projects to support active travel including:</p> <p>Granby Street/St George Street Regeneration Gateway project has fully completed on the financially and has moved to monitoring.</p> <p>Loughborough town centre has 95% completed with a final claim due shortly</p> <p>Green Growth Corridors work on the project has progressed however no financial claim has been submitted.</p>
	Working with Midlands Connect to fund a study looking at the decarbonisation of East Midlands Airport		The study is still at the procurement stage, funding from Midlands Connect has been secured.
	Working with businesses to encourage their employees to use more active and sustainable forms of transport for commuting and in-work journeys		Working with Go Travel Solutions
	Supporting businesses to access the Zellar programme to identify low carbon measures and increase their energy efficiency		Work continues to allocate all the Zellar licences with current take up around 90 out of an available 100. However, active user statistics are much lower, around 30.
	Establishing a local hydrogen intelligence group		LLEP officers attend regional hydrogen groups. There are currently no plans to establish a LLEP area group as the regional geography currently feels appropriate.

## LLEP Delivery Plan 2023-24 – draft structure

The 2023 - 24 LLEP Delivery Plan will be focused on the main LLEP workstreams that are expected to dominant the next year. The four pillars of the LLEP strategy will be highlighted within the existing workstreams.

### Drivers:

- Economic Growth Strategy
- Govt funding notes
- Levelling Up (previously told that KPIs would be provided by govt)

### Report risks:

- Govt funding letter not yet received (amount or priorities for delivery)
- Levelling Up KPIs not yet provided and LU less high profile under new govt

The LLEP will deliver on the priorities identified by the drivers via the following workstreams:

### Enterprise Zones

- Freeports and Investment Zones included in this section because:
  - Freeports and Investment Zones are currently low areas of LLEP activity with any future involvement unknown
  - Enterprise Zones will be considered for customs status and have also been discussed as potential investment zones although national policy remains unconfirmed at the time of writing

Productivity	Innovation	Inclusivity	Sustainability
--------------	------------	-------------	----------------

### Government Economic Growth Programmes

The LLEP will be involved in two significant government programmes during 2023-24.

- Create Growth
- Made Smarter

Create Growth will be especially significant as the LLEP is the lead body, meaning high staff involvement and associated income.

Productivity	Innovation	Inclusivity	Sustainability
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### Skills

- Digital Skills Partnership
- Skills Advisory Panel and Local Skills Improvement Plan
- Careers Hub
- Apprenticeship Strategy

Productivity	Innovation	Inclusivity	Sustainability
--------------	------------	-------------	----------------

### **Innovation Strategy**

- Innovation festival and board

Work will continue to implement a strong local Innovation strategy supported by a high profile Innovation Festival and Board.

Productivity	Innovation	Inclusivity	Sustainability
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### **Business Gateway Growth Hub**

- Business Support
- Internationalisation

The Growth Hub will be repositioned to focus on strong local partnerships to support and grow businesses in the LLEP area. Partnerships will be strengthened and developed with local and national providers as well as government agencies such as the Department for International Trade to support our internationalisation strategy.

This will include engaging with grassroots businesses in the city and county.

Productivity	Innovation	Inclusivity	Sustainability
--------------	------------	-------------	----------------

### **LLEP programmes**

- Growing Places Fund
- Round-up ongoing projects / programmes

The Growing Places Fund is open to support all pillars of the LLEP with a call currently out for new bids.

Existing projects will continue to be monitored for successful completion and outcomes.

Productivity	Innovation	Inclusivity	Sustainability
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### **Sustainability**

- Integrated into our workstreams including:
  - Create Growth and Made Smarter
  - Skills agenda e.g. green jobs
  - Business Support
  - Enterprise Zones activity

Productivity	Innovation	Inclusivity	Sustainability
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## LLEP BOARD OF DIRECTORS

1 November 2022

### Information Paper

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## GROWING PLACES FUND – FUTURE OPTIONS

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### 1. PURPOSE OF REPORT

- 1.1 To inform the Board of the potential options that could be considered and explored for the future use of the Growing Places Fund balance.

### 2. EXECUTIVE SUMMARY

- 2.1 As part of the Growing Places Fund, approximately £10m is available to the Board to be utilised as Board wishes.
- 2.2 In order to establish clear guiding principles for the utilisation of these funds, this paper provides several options to generate strategic discussions around the possible approach.
- 2.3 The investment is for capital funding and the Board is asked to provide guidance which the Investment Panel can build on and finalise. Given the uncertainties around income, an expectation is there will be additional income generated which can be used to further improve financial sustainability of LLEP.
- 2.4 It is suggested that Board consider ring fencing approximately £2.3m from this fund for one-year operating budget, on the assumption that the Accountable Body could swap the capital funding for revenue funding in the background. This will further help financial sustainability and certainty of LLEP.

### 3. RECOMMENDATION

- 3.1 The Board is recommended to comment on the possible options for utilising the GPF; and to request the Finance / Investment Panel to undertake a detailed review and then report back to the Board.

## 4. BACKGROUND INFORMATION

- 4.1 The Growing Places Fund (GPF) loan scheme was a Government-backed national investment fund (£730m nationally), put in place specifically to assist stalled transport and infrastructure projects that will boost the local economy, create jobs and build houses. Non-repayable grants were made to LEPs, to be used to make loans for local economic development.
- 4.2 The original grant conditions upon the LLEP and Accountable Body were fully met some years ago and all loans bar one have been repaid to the LLEP in full (additionally, some interest remains outstanding on one loan).
- 4.3 Some £1.7m has more recently been committed to spend on priority activities, as agreed by the Board. The remaining £10.2m funding can therefore be utilised broadly as the Board may wish. This could include further loans, grants, and/or direct investment in priority schemes (for example, as match funding or pump-priming). The Fund also provides a useful backstop to the LLEP's operating income and financial resilience.

### Loan Scheme

- 4.4 GPF loans have been allocated through the LLEP to schemes that accelerated the building of homes, office and commercial development space such as site access/site clearance, broadband and transport infrastructure, utilities, refurbishment of buildings and flood defence barriers. The most recent loan was for the redevelopment of the Fenwick/Gresham site in Leicester City Centre.
- 4.5 To date, the scheme has made 10 loans to the value of £17.5 million, which has generated £1.2m in interest and created 1,786 jobs, developed 195,559m<sup>2</sup> of commercial floorspace and built 371 homes.
- 4.6 The current GPF loan eligibility criteria are:
- a) Investment is for capital, not revenue. It can be defined as money spent on constructing, acquiring or maintaining fixed assets, such as land, buildings and equipment, all in support of facilitating business and commercial activity.
  - b) The minimum loan amount is £500,000. There is no maximum, but individual loans of £4m or above will need to demonstrate exceptional economic impacts.
  - c) The entire loan (plus interest) must be repaid within a maximum of 5 years from award date or preferably sooner (3 to 4 years).
  - d) The loan will be required to be compliant with current State Subsidy regulations. Interest rates are calculated according to investment risk and collateralisation of the loan facility.
  - e) Loans must demonstrate contribution towards the priorities and objectives of the LLEP's economic strategy.
  - f) Suitable security is required, usually a first charge on the property – although other arrangements can be considered.

4.7 In August 2022, the GPF pages on the website were refreshed and officers undertook a relaunch by issuing a press release calling for expressions of interest for loan finance. At the time of writing this report, no formal expressions of interest have been submitted. However, officers have been speaking informally to potential projects, which may yet result in interest.

## **5. FUTURE OPTIONS TO CONSIDERED**

5.1 The Board is now asked to note and review options that are being explored to reevaluate the criteria for the future use of the GPF.

5.2 As outlined above, the loan scheme to date has generated considerable interest income for the LLEP. The Board may therefore wish to look at options that preserve the capital balance, whilst continuing to produce an income stream.

5.3 There has been an expectation that at least some GPF funds are held in perpetuity by the LLEP, for use as revolving loan fund. However, as noted above, the current loan criteria are generating little engagement from businesses.

5.4 Some LEPs are understood to have purchased income generating assets (e.g. business incubator units) or taken out equity investments in local growth companies and externally managed loan funds. If the Board were to be minded in this direction, such options would of course require very careful consideration locally in the context of the future of the LLEP as an entity and the surrounding company legal structure and safeguarding of public funds.

5.5 A further tranche of funding could be released to fund priority activities and/or investment.

5.6 There may be opportunities to match fund or pump prime growth initiatives that the Government may bring forward, to the benefit of the LLEP area. For example, this could include supporting the UKSPF, levelling up schemes and Investment Zones.

5.7 A balance of funds could be retained to enable the LLEP to continue operating at the desired level in the event that its income sources reduce significantly; and in such a scenario, to make an orderly transition to a more sustainable and contemporary operating model. For example, the current annual gross expenditure budget before income is £2.3m.

### **For further information please contact:**

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## LLEP BOARD OF DIRECTORS

1 NOVEMBER 2022

### Information / Discussion Paper

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## OPERATIONAL BUDGET MONITORING 2022/23 AND AUDIT UPDATE

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### 1. PURPOSE OF REPORT

1.1 To inform the Board of the operational financial position of the LLEP and to provide an audit update.

### 2. EXECUTIVE SUMMARY

2.1 The revised forecast shows a significant increase in income compared to the approved budget (April 2022) due to increased income from the repayment of the Gresham loan. The revised total income for the year is forecast to be £2.77m.

2.2 The revised expenditure is forecasted to be £2.412m (up by £71k compared to budgeted expenditure)

2.3 This would leave a surplus of £361,700.

2.4 However, the above expenditure does not include potential Q4 costs of a Director/CEO of £30k and the Board is aware of additional potential risk of £70k associated with business rate pooling discussions. Hence realistically, we might expect a surplus of £261,700 at the end of the financial year 2022-23.

2.5 Board will recall that LLEP carried forward the surplus of £1.72m at the end of last year, so at the end of this financial year, we expect the reserve to be circa £2m. As discussed at the August Board, £1.25m of this surplus is potentially committed, leaving a free surplus of circa £750k at the end of the financial year 2022-23.

### 3. RECOMMENDATIONS

3.1 The Board is recommended to note and comment on the:

- i. forecast position for the year
- ii. issues and risks associated with the current forecast; and
- iii. audit update.

#### **4. BACKGROUND INFORMATION**

- 4.1 The 2022/23 operational budget was formally approved by the Board in April 2022, showing a balanced budget. The Board noted the difficulties in preparing budgets and financial plans in an uncertain environment. Looking to the future, a number of these remain.
- 4.2 The forecast in this report does not take any specific account of potential outcomes from the ongoing discussions around devolution, or indeed any other changes to roles and responsibilities that may arise. Continuance of current operating and financing arrangements is assumed.
- 4.3 The budget and forecast position is shown in the table overleaf, followed by narrative to explain the key variances from budget.
- 4.4 The forecast position is a surplus of £361,700 at the year end, a movement from the balanced budget originally set, and largely due to the balance of the Gresham GPF interest income not already included in the budget. However, as noted below the income from the Business Rates Pool may be lower; and a LLEP Director/CEO may be in post before the end of the year. These could reduce the surplus by £100k, to £261,700.
- 4.5 As set out in the 2021/22 outturn report, the opening reserve was £1.72m. To this can be added the expected surplus of £261k, resulting in a reserve of circa £2m. The Board will recall receiving a report in August on potential commitments totalling £1.25m, so the free surplus at the end of the current financial year would be circa £750k.
- 4.6 The actuals showing in the Accountable Body's finance system as at the end of September are included for the Board's information. Staffing costs are generally broadly half the budget, as might be expected. Income and running costs however are more variable, as by their nature they do not occur evenly throughout the year. For example:
  - The communications contract is due quarterly.
  - The Head of Skills and Employment is seconded from the County Council which is paid quarterly.
  - Midlands Engine does not tend to ask for the LLEP contribution until February.
  - The Skills Advisory Panel funding is currently being contracted.
  - Funds are set aside for Green Book appraisals and due diligence on the GPF, which has not yet been called upon.
  - £6,000 for the programme management licence is not due until February.
  - The business survey does not start until November.
  - Accountable Body charges can be processed at different times.

**Table - overall budget and forecast**

	<b>2022/23 Budget</b>	<b>Actuals to end of Sept 2022</b>	<b>Forecast</b>	<b>Adverse/ (Positive) Variance</b>
	(£)			
<b>Income</b>				
Grants (Core Funding and Capacity Building)	(430,000)	(375,000)	(430,000)	0
Local Authority Contributions (Business Rates Pool)	(250,000)	0	(250,000)	0
Fees, Interest & Other Income	(486,000)	(209,000)	(918,800)	(432,800)
National & Local Project Income	(1,162,000)	(528,244)	(1,175,000)	(13,000)
<b>Total Income</b>	<b>(2,328,000)</b>	<b>(1,112,244)</b>	<b>(2,773,800)</b>	<b>(445,800)</b>
<b>Expenditure</b>				
Staffing Costs	550,000	262,547	547,200	(2,800)
Running Costs	358,000	90,503	358,000	0
AB and Leicester City Council support services	159,000	142,519	148,900	(10,100)
Project Delivery Costs	1,261,000	547,489	1,358,000	97,000
<b>Total Expenditure</b>	<b>2,328,000</b>	<b>1,043,058</b>	<b>2,412,100</b>	<b>84,100</b>
<b>Net Deficit / (Surplus)</b>	<b>0</b>	<b>n/a</b>	<b>(361,700)</b>	<b>(361,700)</b>

*Note: The potential cost of a Director/CEO in Q4 and a reduction in business rates pool income could reduce the surplus to £261,700.*

## **5. CORE OPERATING INCOME & EXPENDITURE**

The core operating activities of the LLEP exclude project income and expenditure. The key forecast variances are as follows:

### **5.1 Grants and Core funding**

The Cities and Local Growth Unit (CLGU) wrote to LEPs on 31st March informing them of the conclusion of the national LEP review. The letter set out the guiding vision in the White Paper of more integrated, better aligned and empowered local institutions with the tools they need to unlock economic growth and level up at a local level.

Core/transition funding continues at a rate of £375,000 per LEP for financial year 2022/23, reflecting their revised role and functions and subject to business case

approvals. The LLEP's funding has now been approved and released, subject to local match funding of at least £187,500 being secured as expected.

The match is planned to be provided by the business rates pool, in lieu of contributions directly from the city, county and district councils. The councils have not yet agreed the criteria for the latest tranche of pool funding. There is a risk that the councils may decide to provide only the required £187,500, rather than the £250,000 assumed in the budget which reflected the higher £500,000 core funding received in previous years.

## 5.2 **Fees, Interest and Other Income**

Fees, Interest and Other Income includes the agreed 2.5% management fee to cover the cost of running the Business Rates Pool schemes. These figures also include interest earned on the capital receipts held by the Accountable Body. Interest earnings will increase as the base rate rises.

The Gresham GPF loan was repaid in April 2022. Of the £641,798 interest earned, £209,000 is already accounted for in the current financial year's approved budget to enable a balanced position, with the remaining £432,798 shown as additional income in the forecast.

## 5.3 **Staffing Costs**

The core funding budget was set on the 13 FTE staff directly engaged on delivering the core themes within the Delivery Plan. There are currently no vacancies, other than the role of Director/Chief Executive which is not included in the budget or the forecast (although an appointment may be made later in the financial year).

The small variance in staffing costs is due to National Insurance for part time staff. The forecast assumes the local government pay award as offered (£1,925 per FTE) and reflects the reduced National Insurance from November 2022.

Staff directly engaged on project delivery are accounted for within the project delivery costs, below.

## 5.4 **Running Costs**

At this stage, no overall variance on running costs is anticipated.

## 5.5 **Accountable Body Costs**

Overall costs for Accountable Body services have reduced slightly, this mainly centres around IT support where the formula is based on the number of staff.



## 6. PROJECT DELIVERY

### 6.1 Business Gateway Growth Hub

The LLEP Business Gateway is the Growth Hub for Leicester and Leicestershire. Growth Hubs are Government initiatives to simplify access to business support, to inspire enterprise and drive economic growth.

	<b>2022/23 Budget</b>	<b>Actual to end of Sept 2022</b>	<b>Forecast</b>	<b>Adverse/ (Positive) Variance</b>
	<b>(£)</b>			
National Grants (BEIS & ERDF)	(403,800)	(108,460)	(403,800)	-
Local Contributions (BRP)	(100,000)	(4,341)	(107,000)	(7,000)
<b>Total Income</b>	<b>(503,800)</b>	<b>(112,801)</b>	<b>(510,800)</b>	<b>(7,000)</b>
Staffing	321,100	153,027	321,200	100
Marketing & Advertising	29,000	5,969	29,000	-
Running Costs	218,700	43,138	236,000	17,300
<b>Total Expenditure</b>	<b>568,800</b>	<b>202,134</b>	<b>586,200</b>	<b>17,400</b>
<b>Net Project Expenditure</b>	<b>65,000</b>	<b>n/a</b>	<b>75,400</b>	<b>10,400</b>

Growth Hubs receive an annual allocation of funding from the Department for Business, Energy & Industrial Strategy (BEIS), supplemented by European Regional Development Fund (ERDF) Funding.

The Growth Hub currently supports 8 FTE members of staff, with one vacancy. One member of the team is currently on maternity leave, and rather than replace like for like, a fixed term Data Coordinator will be recruited.

Due to conditions of funding, the Growth Hub is forecasting an overspend, which cannot be claimed from this year's funding allocation.

### 6.2 Enterprise Zones (EZ)

There are two EZs in the LLEP area, MIRA Technology Park EZ and Loughborough and Leicester Science and Innovation EZ. Working closely with our partners, the LLEP facilitates investment to drive forward development and undertake activities to support the marketing and inward investment programmes of the EZs.

	<b>2022/23 Budget (£)</b>	<b>Actuals to end of Sept 2022</b>	<b>Forecast</b>	<b>Adverse/ (Positive) Variance</b>
Contributions	(100,000)	0	(100,000)	0
<b>Total Income</b>	<b>(100,000)</b>	<b>0</b>	<b>(100,000)</b>	<b>0</b>
Staffing	54,800	26,628	56,900	2,100
Running Costs	45,200	31,359	43,100	(2,100)
<b>Total Expenditure</b>	<b>100,000</b>	<b>57,986</b>	<b>100,000</b>	<b>0</b>
<b>Total EZ</b>	<b>0</b>	<b>n/a</b>	<b>0</b>	<b>0</b>

The £100k income budget is from the business rates uplift for the LLEP to manage the programme. This is made up of £25k for each of the four Enterprise Zone sites and is made available to the LLEP from the Billing Authorities, as per the Enterprise Zone Business Rates Retention Agreements.

### 6.3 Enterprise Advisor Network

The Enterprise Advisor Network (EAN) encompassing the Careers Hub programme is part-funded by the Careers and Enterprise Company (CEC), an employer-led organisation set up by Government to inspire and prepare young people for the fast-changing world of work. Funding from the CEC runs to an academic rather than financial year. Match funding is currently provided by LLEP core resources.

	<b>2022/23 Budget (£)</b>	<b>Actuals to end of Sept 2022</b>	<b>Forecast</b>	<b>Adverse/ (Positive) Variance</b>
National Grants	(385,800)	(260,989)	(409,800)	(24,000)
Local Contributions	(25,000)	(25,000)	(25,000)	0
<b>Total Income</b>	<b>(410,800)</b>	<b>(285,989)</b>	<b>(434,800)</b>	<b>(24,000)</b>
Staffing	431,100	202,410	455,200	24,100
Running Costs	161,100	84,959	216,600	55,500
<b>Total Expenditure</b>	<b>592,200</b>	<b>287,369</b>	<b>671,800</b>	<b>79,600</b>
<b>Total EAN</b>	<b>181,400</b>	<b>n/a</b>	<b>237,000</b>	<b>55,600</b>

Some income originally anticipated for this year was actually received in 2021/22, although the associated expenditure is occurring this year hence a higher-than-budgeted cost. The Board will recall that additional income of £59k was included in the 2021/22 outturn report.

## 6.4 European Structural and Investment Funds (ESIF) Technical Assistance

European Structural and Investment Funds (ESIF) are the European Union's main source of funding for supporting growth and jobs across EU member states. The programme has now closed, and the income shown is from historical claims.

	2022/23 Budget (£)	Actuals to end of Sept 2022	Forecast	Adverse/ (Positive) Variance
ERDF Grant	(20,000)	(19,792)	(19,800)	200
ESF Grant	(127,500)	(109,661)	(109,700)	17,800
<b>Total Income</b>	<b>(147,500)</b>	<b>(129,453)</b>	<b>(129,500)</b>	<b>18,000</b>

Note that no direct expenditure is shown, as staffing and other costs are subsumed within the LLEP operating budget.

## 7. RISK AND ISSUES

7.1 Key risks and issues associated with the delivery of the 2022/23 forecast outlined above include:

- **Staffing retention and recruitment.** The uncertainty over devolution, LEP roles and responsibilities and future funding continues to cause uncertainty within the team; this may result in a further turnover of staff.
- **Enterprise Zone income.** As referenced at section 6.2, income being received from the three local authorities (Hinckley and Bosworth, Charnwood, Leicester) from business rates growth. This is of course subject to businesses moving on site and business rates valuations meeting expectations.
- **Inflation** Whilst inflation was built into budgets at the time of preparation, the actual rate of inflation has exceeded expectations. However, the local government pay award as currently offered is reflected in the forecasts; and in-year variations in office energy costs are borne by the City Council.
- **Income projections** not achieved on projects, e.g., failure to maximise the draw-down of the available Careers and Enterprise Company and Growth Hub funding. There is also a risk to part of the core match funding from the councils/business rates pool.

## 8. AUDIT UPDATE

- 8.1 The LLEP is included within the accountable body's external and internal audit arrangements. The Board will be aware that all financial and legal transactions are via the accountable body's systems and procedures.
- 8.2 External audit is provided by Grant Thornton, working to nationally set local authority audit standards. GT has not (to date) undertaken a specific audit of the LLEP. However, as the LLEP's business is conducted by the accountable body, the Board can draw assurance from the external audit of the City Council. There are no matters that should be drawn to the Board's attention. The Council's annual statements of accounts, including the external audit findings, can be found at <https://www.leicester.gov.uk/your-council/how-we-work/performance-and-spending/statement-of-accounts/>.
- 8.3 Internal audit is provided by Leicestershire County Council, under contract to the City Council. The annual audit plan includes standing items such as key corporate financial systems (which are used by the LLEP), together with a risk-based programme of specific and service-based audits. A provisional 10 days is set aside annually for LLEP specific audits.
- 8.4 Internal and External Audit plans and progress reports are taken to the City Council's Audit and Risk Committee. See:  
<https://cabinet.leicester.gov.uk/ieListMeetings.aspx?Committeeld=417>
- 8.5 In 2020/21, Internal Audit reviewed LLEP company governance arrangements, together with a walk through of a funding application and approval. In 2021/22, the Careers Hub was reviewed. Grant claim certifications are undertaken as required, for example the Growth Hub Core/supplementary and Peer Networking. With reference to the two audits, all the recommendations have been actioned and the key conclusions were:
- The company governance audit gave substantial assurance that governance processes within the LLEP are sound. Although a number of recommendations were made for management consideration, none were considered to be of high importance.
  - The more recent careers hub audit gave partial assurance over the appropriateness of the procedures in place for reviewing and reporting performance information. A number of recommendations were made, including one of high importance – that steps be introduced to support the process for grant claim preparation, review, approval and submission. Internal Auditors have followed up that this has been addressed.
- 8.6 The Internal Audit topics for the current year 2022/23 are not yet determined. The Board is invited to suggest any topics of concern or where independent assurance would be helpful.

8.7 The City Council has a corporate counter fraud team. This seeks to improve counter fraud awareness, reduce opportunities for fraud, and investigates allegations and instances of fraud by staff and third parties.

**For further information please contact:**

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# Paper F

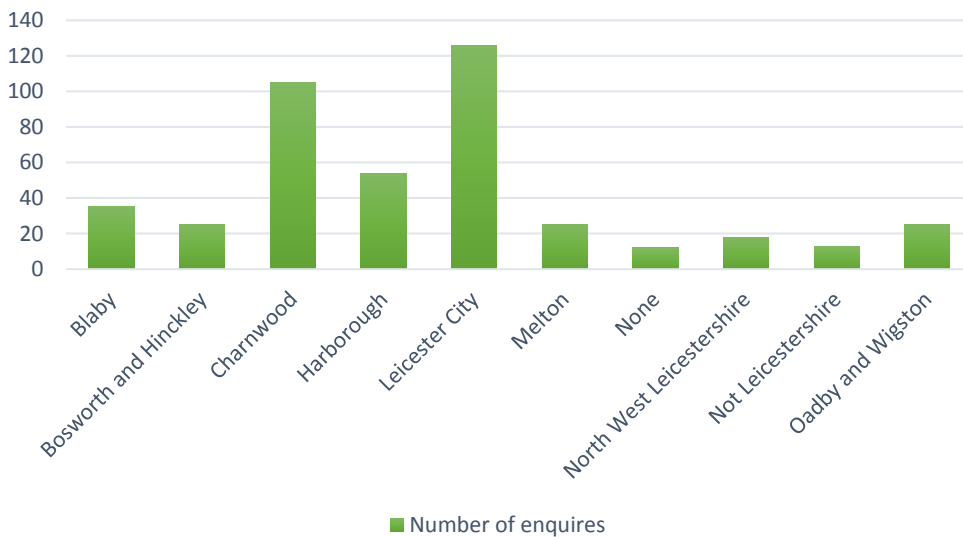
## Business Gateway Growth Hub



The Growth Hub is being realigned to reflect the schedule of work agreed with BEIS in this year's funding agreement. This marks a movement away from European funded business support schemes and more towards local intelligence and harnessing the business support offer from the wider public and private sector.

All data recorded between April 2022 to September 2022

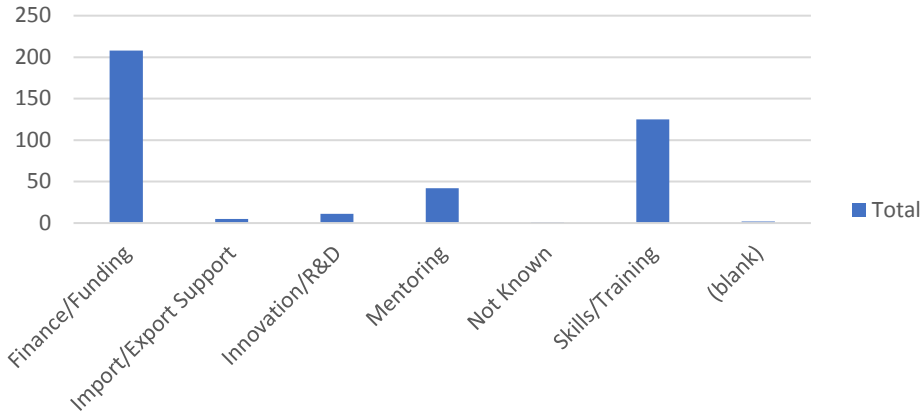
### Enquires by district



Since April 2022 the BGGH has made 394 referrals to 30 organisations



## Referrals by type

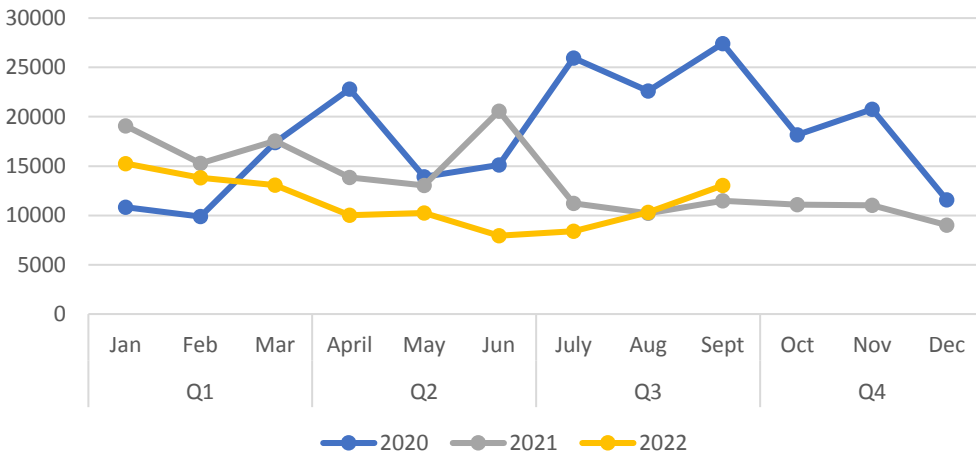


## Social media and website<sup>1</sup>

The website is the first port of call for businesses seeking support.

<https://bizgateway.org.uk/>

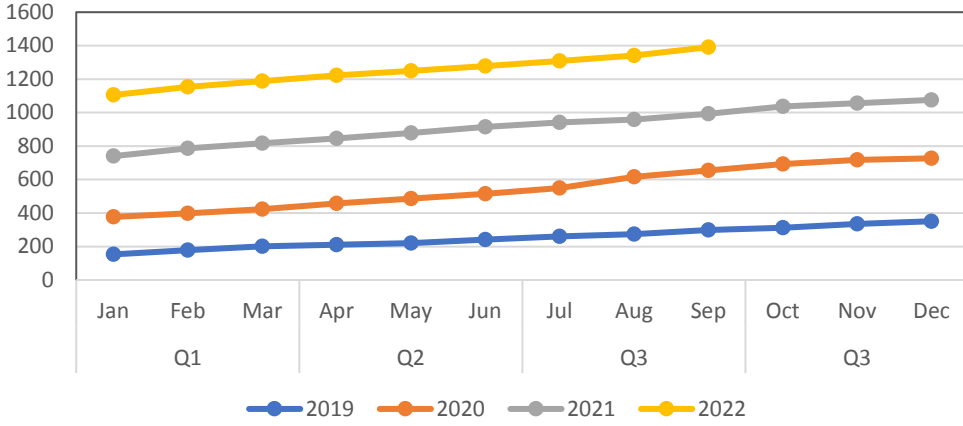
## Website page views 2020-22



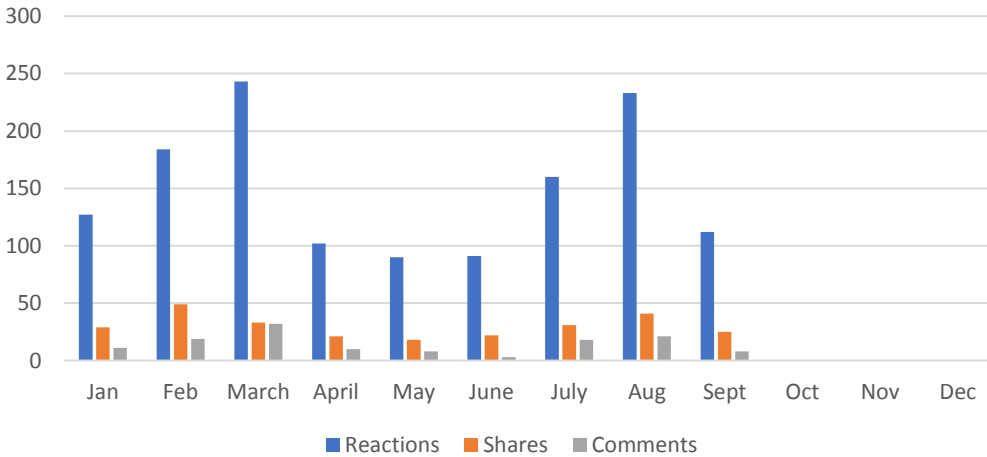
<sup>1</sup> Business Gateway only and is separate to the overall LLEP communications programme.

LinkedIn remains the best-performing social platform for bringing people to the website.

LinkedIn followers 2019 to 2022

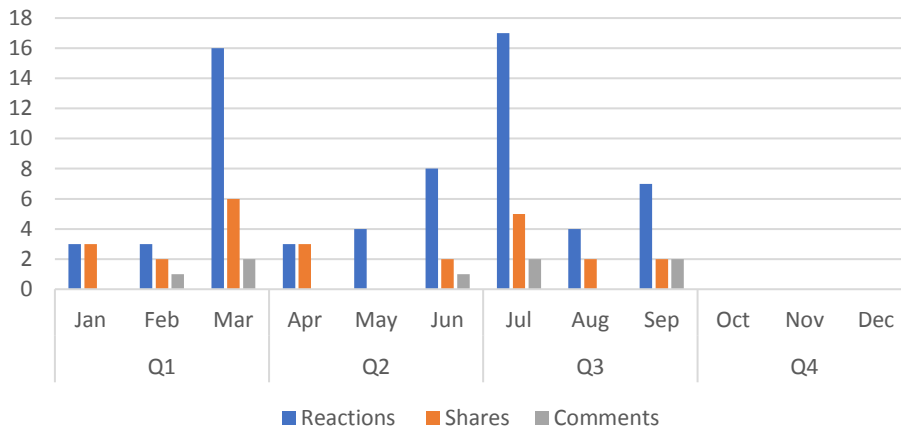


LinkedIn Engagement Type 2022



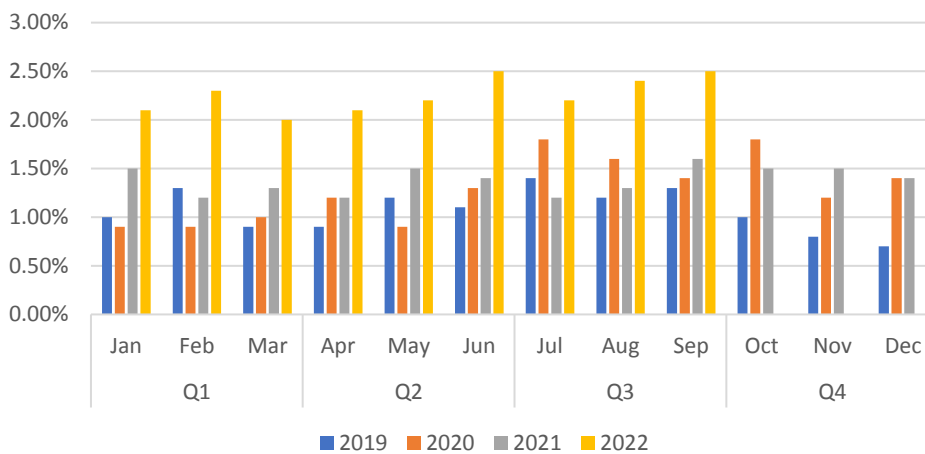
There continues to be little engagement by the business community with Facebook.

## Facebook Engagement Type 2022



Engagement through Twitter continues to remain strong

## Twitter engagement 2019-2022



## Update on Marketing KPIs

Social media (as of 7 Oct 2022)

	Sept	Aug	July	June	May	Apr	Mar	Feb	Jan	FROM LAST MONTH	MONTHLY TARGET
Twitter followers	3155	3143	3131	3124	3108	3103	3095	3081	3065	+12	35
LinkedIn page followers	1391	1342	1308	1278	1250	1222	1191	1159	1108	+49	25
LinkedIn Group	1471	1468	1457	1451	1446	1438	1424	1413	1402	+3	10
Instagram followers	174	152	130	119	111	107	87	-	-	+22	
Facebook followers	579	571	564	487	484	482	473	469	465	+8	20

# Paper F

## Programmes Dashboard 22-23

	2022-23		Date Due	RAG Rating	
	Target	Achieved			
<b>Getting Building Fund</b>					
SportPark Pavilion at LUSEP					
Jobs (construction)	125	0	Jan-23		Figure expected December 2022/January 2023 as per Grant Agreement
Commercial Floorspace Refurbished (sqm)	2000	0	Jan-23		Figure expected December 2022/January 2023 as per Grant Agreement
St Margaret's Gateway					
Jobs created	5	0	May-22		Project Manager out of office for 6 weeks - should be able to obtain upon return
Apprenticeship Starts	8	0	May-22		Project Manager out of office for 6 weeks - should be able to obtain upon return
Granby Street/St George Street Regeneration Gateway					
Total Length of Footway Improved (km)	390m	0	Jun-22		Awaiting final Highlight Report from Project Manager
Public Realm/Green Space Improved/Created (sqm)	2600	0	Jul-22		Awaiting final Highlight Report from Project Manager
<b>Business Rates Pool Round 2</b>					
Marlborough Square Regeneration					
Other (Reduce vacant properties)	3	0	Dec-22		Figure expected December 2022/January 2023 as per Grant Agreement
Jobs Created	20	0	Dec-22		Figure expected December 2022/January 2023 as per Grant Agreement
Business Start ups	20	0	Dec-22		Figure expected December 2022/January 2023 as per Grant Agreement
Events in Town Centre	5	0	Mar-23		Figure expected December 2022/January 2023 as per Grant Agreement
<b>Business Rates Pool Round 3</b>					
Phoenix 2020					
Commercial Floorspace Constructed (sqm)	1564	0	Jan-23		Figure expected January 2023 as per Grant Agreement
Commercial Floorspace Refurbished (sqm)	697	0	Jan-23		Figure expected January 2023 as per Grant Agreement
Jobs Safeguarded	50	0	Jan-23		Figure expected January 2023 as per Grant Agreement
Braunstone Gate					
Cycle Journeys on New/Existing Routes (km)	0.88	0	Mar-23		Figure expected March 2023 as per Grant Agreement
Bus Routes Improved	1	0	Mar-23		Figure expected March 2023 as per Grant Agreement
Blaby Walk & Ride (Phase 1)					
Total Length of Footway Improved (km)	1.4	0	Mar-23		Figure expected March 2023 as per Grant Agreement
Total Length of Footway Created (km)	0.5	0	Mar-23		Figure expected March 2023 as per Grant Agreement
Blaby Digital Tourism and Heritage Trail					
Tourism and Investment	5000	0	Mar-23		Figure expected March 2023 as per Grant Agreement
Blaby Town Centre Improvements					
Land & Commercial Property (Footfall)	569,000.00		Jan-23		Figure expected March 2023 as per Grant Agreement
Businesses Supported	75		Dec-22		Figure expected December 2022 as per Grant Agreement
Public Wifi					
Land & Commercial Property (Footfall Oadby)	21%		Mar-23		Figure expected March 2023 as per Grant Agreement
Land & Commercial Property (Footfall Wigston)	17%		Mar-23		Figure expected March 2023 as per Grant Agreement
<b>EZ Retained Business Rates</b>					
Restocking the Business Base					
Number of enterprises receiving financial support other than grants	10	0	Feb-23		Figure expected March 2023
Number of New Businesses Created	18	0	Feb-23		Figure expected March 2023
Start-up businesses utilising Enterprise/Entrepreneurship/Start-up support	50	0	Feb-23		Figure expected March 2023
Individuals Supported	124	76	Feb-23		Figure expected March 2023
Businesses accessing next-step facilities	10	0	Feb-23		To be subject of a Project Change Request
MIRA EZ - COVID-19 Recovery					
Number of enterprises receiving grant support	5	0	Mar-23		Figure expected March 2023
Individuals Supported - Speed Networking and Work Experience Programme	80	0	Dec-22		To be subject of a Project Change Request
Primary and Secondary Engineering Programmes and Leaders Programmes Events	5	0	Dec-22		Figure achieved and awaiting confirmation evidence
Delivery of 36 Bootcamp sessions per year during the funding period	36	0	Mar-23		Figure expected March 2023
Low Carbon Innovation Hub					
Commercial Floorspace Refurbished (sqm)	2044	0	Sep-22		Figure expected November 2022
High power EV charging points	7	0	Dec-22		Figure expected January 2023
Charnwood Campus Medicinal and Synthetic Chemistry Research Centre					
Jobs created	55	0	Mar-23		Figure expected March 2023
Generation of Business Rates through creation of recommissioning of floorspace	221	0	Dec-23		Figure awaiting confirmation by Valuation Office



# Paper F

## Overarching Enterprise Zone Programme Outputs

Note: Both EZ's have been negatively impacted by Brexit, Covid-19, delays in investment decisions and economic downturns. Jobs figures include construction jobs.

MIRA Technology Park Enterprise Zone							
Output	2012 - 2022			2022/23			Commentary
	Forecast	Achieved	RAG Rating	Forecast	Achieved to Date	RAG Rating	
Floorspace Developed (m2)	159,166	18,946	Red	0	0	Green	Six monthly reporting expected 28th October. Business Rates will be generated by current occupied buildings onsite, figure to be confirmed in 2023.
Jobs Created	2,552	642	Red	0	0	Green	
Expanding Businesses Onsite	0	0	Green	0	0	Green	
New Businesses Onsite	34	28	Green	0	0	Green	
Private Sector Investment (£m)	291	81.1	Red	0	0	Green	
Business Rates Generated (£m)	31.83	8.22	Red	0.53	0	Green	

L&L EZ: Charnwood Campus							
Output	2017 - 2022			2022/23			Commentary
	Forecast	Achieved	RAG Rating	Forecast	Achieved to Date	RAG Rating	
Floorspace Developed (m2)	4,260	0	Red	0	0	Green	Six monthly reporting expected 28th October. Business Rates will be generated by current occupied buildings onsite, figure to be confirmed in 2023.
Floorspace Refurbished (m2)	47,315	39,282	Yellow	0	0	Green	
Jobs Created	860	1,234	Green	0	0	Green	
Expanding Businesses Onsite	2	0	Red	0	0	Green	
New Businesses Onsite	52	9	Red	0	0	Green	
Business Rates Generated (£m)	2.88	2.5	Green	0.66	0	Green	

L&L EZ: LUSEP							
Output	2017 - 2022			2022/23			Commentary
	Forecast	Achieved	RAG Rating	Forecast	Achieved to Date	RAG Rating	
Floorspace Developed (m2)	11,610	10,100	Green	0	0	Green	Six monthly reporting expected 28th October. Business Rates will be generated by current occupied building onsite, figure to be confirmed in 2023.
Jobs Created	240	406	Green	0	0	Green	
New Businesses Onsite	20	1	Red	0	0	Green	
Business Rates Generated (£m)	0.65	0.00	Red	0.33	0	Green	

L&L EZ: Leicester Waterside							
Output	2017 - 2022			2022/23			Commentary
	Forecast	Achieved	RAG Rating	Forecast	Achieved to Date	RAG Rating	
Floorspace Developed (m2)	31,000	17,400	Red	1,650	0	Green	Six monthly reporting expected 28th October. 2017-22 Business Rates figures affected by demolition within EZ boundary. Business Rates will be delivered by current occupied buildings onsite, figure to be confirmed in 2023.
Jobs Created	1,130	480	Red	0	0	Green	
New Homes Built	0	0	Green	0	0	Green	
New Businesses Onsite	55	16	Red	0	0	Green	
Business Rates Generated (£m)	2.3	0.3	Green	0.09	0	Green	

## Decision

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### LLEP Membership

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#### 1. PURPOSE OF REPORT

1.1 The purpose of this report is to seek the board's agreement to:

- i. Formally promote and advertise membership of Leicester and Leicestershire Enterprise Partnership Ltd.
- ii. To seek the Board's guidance on appropriate membership

#### 2. RECOMMENDATIONS

2.1 The LLEP Board is recommended to:

- i. note and approve the requests for membership to Leicester and Leicestershire Enterprise Partnership Ltd;
- ii. agree to the formal template letter welcoming new members setting out their roles and responsibilities (Appendix 1).

#### 3. BACKGROUND INFORMATION

3.1. Since incorporation in April 2019 membership of Leicester and Leicestershire Enterprise Partnership Ltd has included individuals and organisations. No new members have been accepted since February 2021.

3.2. Membership of the company is open to persons who possess the characteristics (as appropriate) which is set out in the Articles of Association and

- i. apply to the Company in the form required by the directors;
- ii. are approved by the directors; and
- iii. sign a written consent to become a Member agreeing to be bound by these Articles.

3.3 Directors may refuse admission to membership if:

- i. in their opinion, the person does not possess the required characteristics of a Member pursuant to articles 25.1, 25.2, 25.3 and 34.1 (as appropriate); or

- ii. in their opinion, they consider it not to be in the best interest of the Company to admit such person as a Member.

However, directors must act in the way they consider, to be in good faith and would be most likely to promote the success of the company for the benefit of its members as a whole, this includes the need to act fairly between members of the company.

#### **4. ROLES AND RESPONSIBILITIES**

4.1 Companies, limited by guarantee, have members who act as guarantors, rather than shareholders. The liability of each Member is limited to £1 in the event that it was wound up. Members have certain rights and obligations given to them upon joining a company

- i. to receive notice of, attend, ask questions of the board and vote at Annual General Meetings; to inspect minutes of the same and request copies;
- ii. to appoint a proxy to attend, speak and vote at General Meetings if the member cannot attend;
- iii. to receive a copy of the company's annual accounts and reports;
- iv. to appoint and remove directors and to require directors to call a general meeting;

4.2 The current membership of the LLEP consist of all the Local authorities within Leicester and Leicestershire, three universities, three FE colleges and three organisations.

- i. Leicestershire Rural Partnership
- ii. East Midlands Chamber
- iii. Leicestershire Business Voice

4.3 A Member that is an organisation is not an individual. The Organisation must give notice in writing to the Company the name of its Authorised Representative, the representative has the same voting rights as the Member Organisation would have, if it were an individual Member present in person at the meeting.

4.4 Recent communication has highlighted that parish councils are underrepresented within the membership of the LLEP. The Leicestershire and Rutland Association of Local Councils (LRALC) which represents parish councils, should be invited to apply for membership.

4.4 It is the intention, that once there are enough members, they will be invited to form a Scrutiny Committee.



4.5 In line with S113 of the Companies Act 2006 approved members will be entered into the company's register of members.

**Summary of appendices:**

Appendix 1 – Suggested organisations  
Appendix 2 - Membership application.

**For further information please contact:**

Elizabeth Botmeh  
Head of Delivery & Governance  
Tel: 0116 454 2925  
Email: [Elizabeth.Botmeh@llep.org.uk](mailto:Elizabeth.Botmeh@llep.org.uk)





## **LLEP Board**

**1 November 2022**

## **Appendix J1**

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### **SUGGESTED ORGANISATIONS**

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#### **1 Suggested Organisations to consider**

Institute of Directors

Leicestershire and Rutland Association of Local Councils (LRALC)

Create Leicestershire

Active Together

BID

Federation of Small Businesses

CBI

MAKEuk. The Manufactures Organisation

Apparel & Textiles Manufacturing Federation

Medilink UK

Sir Thomas White Charity

Voluntary Action Leicester

Go Travel

Catch22

CASE Cooperative

Curve

LLR Prepared

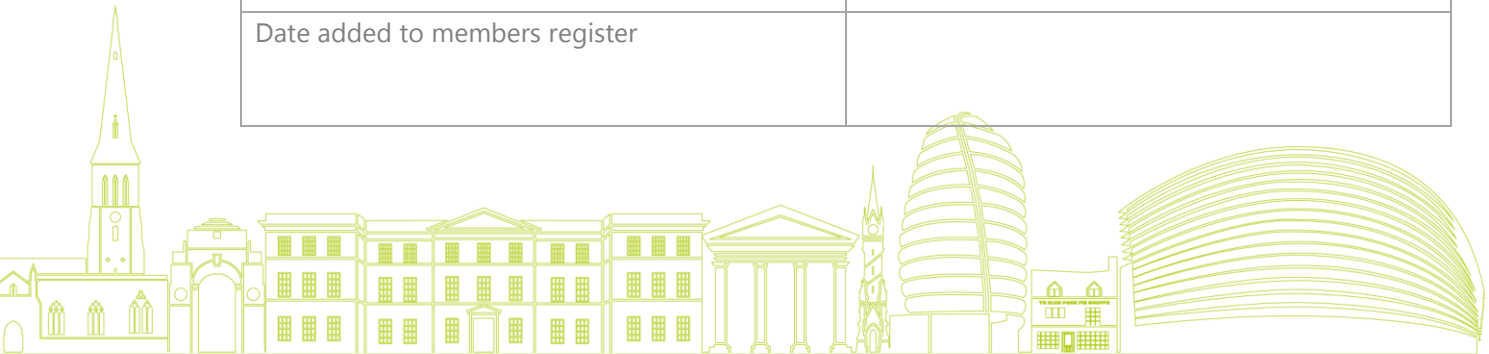


## Application for membership of the Leicester & Leicestershire Enterprise Partnership (LLEP)

If representing an organisation, please state name of organisation. If a company, please add company number.	
Address of organisation (this will appear in the public register of members)	
Do you have consent to represent the organisation?	Choose an item.
Is the organisation based within the Leicester and Leicestershire area	Choose an item.
Does the organisation work within the Leicester and Leicestershire area	Choose an item.
Please confirm that you have read the <a href="#">Articles of Association</a> and the <a href="#">Local Assurance Framework</a> .	Choose an item.

Office use only

Date received	Click or tap to enter a date.
Date added to members register	



Title	
Full Forename	
Surname	
Other names	
Country of residence	
Nationality	
Address	
Occupation	
Date of Birth	
Email address	
Signature	
Date	Click or tap to enter a date.

Once completed please email to [LlepChair@llep.org.uk](mailto:LlepChair@llep.org.uk)



## Discussion

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### LLEP GOVERNANCE REVIEW

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#### 1. PURPOSE OF REPORT

1.1 The purpose of this report is to:

- i. Propose a revised governance structure
- ii. Note the draft terms of reference for the:
  - a. Finance and Investment Board and;
  - b. Audit and Risk Committee
- iii. Agree on a way forward to populate the Committees, Collaboration Forum and Board champions

#### 2. EXECUTIVE SUMMARY

2.1 Given the reduction of workload and staffing, it is important to streamline and simplify the LLEP Board governance structure to help reduce the workload for the staff as well as the Board members. This will prove and ensure the appropriate level oversight and assurance for the board as extensive work has been done to in parallel to continue and improve the Board reports, and we will continue to evolve this over time to provide greater impact.

2.2 This paper proposes a draft structure with Governance sub committees of the board being Finance & Investments Committee, Audit & Risk Committee and ad-hoc (as required) Appointment Committee.

2.3 Recognising that collaboration continues to be key part of our activities, we are proposing to continue with the Innovation Board, which continues to be very successful, a revised Business Forum and the Skills Advisory Panel. The rest of the areas actually cut across the whole of the organisational activities and therefore propose to cover those areas through Board Champions.

2.3 As a part of discussion, the Board is asked to seek volunteers for the Committees, Collaboration Forums and Board champions. There is also a need for Board representative on Mira EZ Steering Committee.

2.4 Key asks are for the following Voluntary Nominations from the Board members to the Co-Chair (BAU) by end of November:

## PAPER

- 2.4.1 Chair of Investments and Finance Committee who will focus on Investment decisions and a Deputy Chair who will focus on the financial aspects.
- 2.4.2 Chair of Audit & Risk
- 2.4.3. Members to sit on and support each of the Governance Committees

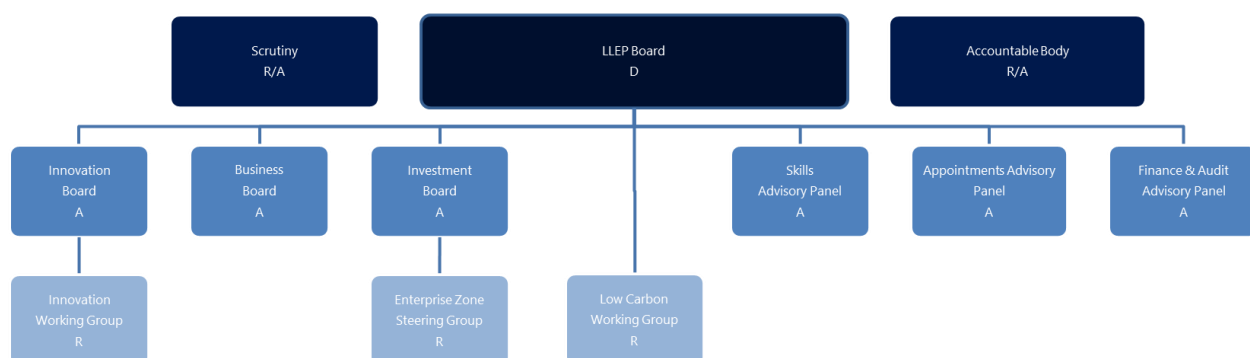
## 2. RECOMMENDATIONS

2.1 The LLEP Board is recommended to:

- Discuss and agree the proposed revised structure
- Note the draft terms of reference for the:
  - Finance and investment Committee
  - Audit and Risk Committee;
- Receive verbal update on thoughts on Innovation Board, Business forum and Skills Advisory Panels from the Chairs of those forums.
- Encourage Board members to nominate themselves for governance and collaboration forums by end of November 2022.
- Delegate the authority to the Co-Chairs to appoint members to appropriate Committees and forum based on mutually agreed interests and expertise.
- Discuss whether Scrutiny Committee for LLEP is needed given that the role is effectively performed by the accountable body.

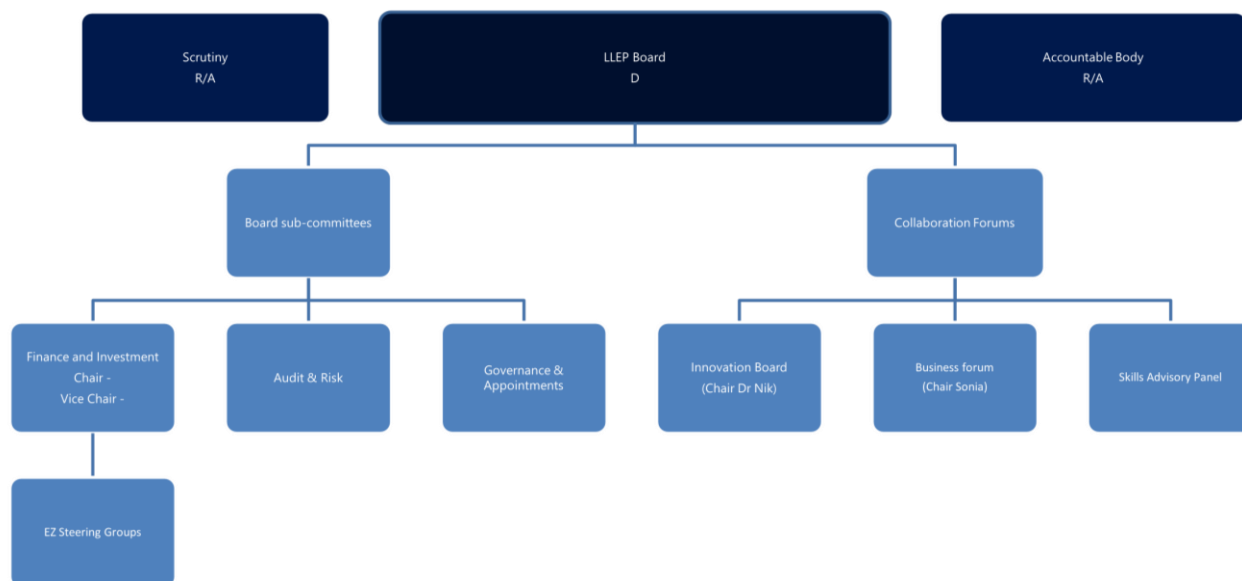
## 3. BACKGROUND INFORMATION

3.1 In December 2020 and November 2021, the Board previously approved changes to the LLEP governance structure as illustrated below.



3.2 Following a review of the governance structure a new revised model is proposed as follows:





3.3 The revised structure separates groups into board sub-committees and collaboration forums

3.4 The revised structure proposes to replace the Low Carbon Advisory Board with a Board champion and amended all board reports to include a paragraph on Low Carbon. This will enable the Board to take greater responsibility not only in terms of making sustainable choices but also in terms of promoting and supporting policies that encourage their development.

3.5 The Finance and Investment committee will be responsible for the ensuring appropriate fund allocation, scrutinising investment recommendations, delivery assurance, and benefits realisation. The committee will oversee the budgeting and monitoring of the LLEP finances, preparing annual statements as well as the financial performance of all projects and programmes. **The board is recommended to approve the draft terms of reference and seek nominations for, and where forthcoming, agree nominations of five directors to become members of the committee.**

3.6 The Audit and Risk committee will scrutinise the effectiveness of the LLEP processes, this will include directing internal scrutiny and reporting to the board on the LLEP financial and other controls and management of risk. **The board is recommended to approve the draft terms of reference and seek nominations for, and where forthcoming, agree nominations of five directors to become members of the committee.**

3.7 The Governance and Appointments committee will be responsible for matters relating to appointments and governance nominations.

3.8 A further refresh of all other advisory panels Terms of Reference will be undertaken and brought before the board.

## **PAPER**

3.9 The governance structure also includes the formation of an independent Scrutiny Committee to provide strategic overview and scrutiny of the LLEP. The Committee membership (12 members) will be appointed by the LLEP company members. At present there are only 10 members therefore it is proposed that the formation of the Committee is deferred until a sufficient number of Members are appointed.

3.7 Appendix 3 outlines current board director representation on the various sub-groups of the LLEP governance structure.

### **Summary of appendices:**

1. Finance & Investment Committee - Draft Terms of Reference
2. Audit & Risk Committee - Draft Terms of Reference
3. Board director representation on LLEP governance groups

### **For further information please contact:**

Anil Majithia  
Co-Chair  
Tel: 0116 454 2917

Elizabeth Botmeh  
Head of Delivery & Governance  
Tel: 0116 454 2925  
Email: [Elizabeth.Botmeh@llep.org.uk](mailto:Elizabeth.Botmeh@llep.org.uk)

## **Finance & Investment Committee Terms of Reference**

### **Purpose**

The Finance & Investment Committee will provide assurance to the Board as well as maintain oversight of the LLEP in achievement of its financial & investment operations. It will also advise the board on the strategic framework and policy for financial management and its system of internal controls.

### **Responsibilities**

The responsibilities of the Finance & Investment Committee are to:

1. Provide the Board with advice and guidance on effective and efficient financial management of the LLEP;
2. Recommend to the Board annual, medium and long-term budgets;
3. Review in-year budget monitoring and financial performance;
4. Approve the timetable for the preparation of the annual report and the LLEP's year-end accounts;
5. Suggest to the Audit and Risk Committee priority areas to be addressed by the auditors;
6. Monitor and make recommendations to the Board in relation to the LLEP's reserves and interest policies and (in the event such should become necessary) ensure the LLEP distributes its reserves and interest accrued responsibly in line with this policy and the Articles of Association;
7. To make recommendations to the LLEP Board for project and /or programme approval and ensure that LLEP Board approved recommendations are taken through to appropriate contracting and award of funds;
8. To monitor performance against contracted projects and performance of the relevant fund overall, considering output and outcome performance, funding and spend profiles and monitoring of risk. Where performance is poor, the Committee will also consider appropriate courses of action and make recommendations to the Board, including if necessary, the reduction or withdrawal of funding;
9. For external bids, the Committee will act as a critical friend and review the project pipeline and business cases, form an indicative programme and make recommendations to the LLEP Board for approval;
10. Set delegated tolerance levels for each Programme within which the LLEP Secretariat must operate;
11. Maintain oversight of the relationship with the designated accountable body (Leicester City Council) through regular review of the Accountable Body Agreement.

### **Objectives**

The Finance & Investment Committee objectives are to:

1. Provide scrutiny and oversight of the financial position, requirements and procedures relating to all funding awarded to, and by the LLEP including the operational budget;
2. Ensure that LLEP is fully compliant with all financial requirements which apply to a company limited by guarantee e.g. company accounts and financial returns to funders;
3. Ensure that LLEP operates from the basis of good financial practice;
4. Review and approve financial reports prior to presentation to the LLEP Board;
5. Oversee an open and transparent approach to the appraisal of projects and the award of funding by the LLEP Board to appropriate projects that bid into monies allocated by the LLEP (e.g. Growing Places Fund, EZ business rates) and to do this on behalf of the LLEP Board;
6. Provide assurance to the LLEP Board and the Accountable Body that proper and reasonable decisions are being proposed and that the checks and monitoring of project and programme performance are undertaken.

### **Membership and Attendance**

The Committee membership will comprise of five directors of the LLEP as appointed by the Board, one of whom will be appointed as Chair by the Board who is responsible for Financial matters, with a deputy Chair appointed to oversee investments in project and programmes.

A director who is a member or officer of the Accountable Body shall not be eligible for membership of the Committee, to avoid any conflict of interest.

In attendance at meetings in a non-voting capacity will be the Section 151 officer of the accountable body (or their representative) and the LLEP CEO. Other officers may be requested to attend as required.

Internal and external auditors of the LLEP and the accountable body may be asked attend. They also have the right to request attendance to present on any particular matter.

The Committee will meet at least four times a year.

Appointments to the Committee shall be agreed by the LLEP Board and all appointments shall be for a term of 3 years.

### **Format and Timings of Meetings**

The meetings and papers of the Committee will be in the same format as and subject to the same conditions as the LLEP Board meetings and papers.

In accordance with the national guidance:

1. Meeting agendas and papers will be sent 5 clear working days before the meeting takes place;

2. Minutes of meetings will be circulated within 10 clear working days of the meeting taking place. This may be in draft if clearance is required before the minutes are finalised;
3. The Code of Conduct will apply to Directors and any declaration of interest made at the meeting will be included in the minutes of the meeting. A new declaration of interest will be updated on the relevant member's register of interest;
4. The quorum necessary for the transaction of business shall be three members. The meetings can either be conducted in person or virtually;
5. Where a meeting is not quorate no business shall be transacted other than information items for consideration and a vote as to the date the meeting will be reconvened;
6. Each member has one vote and decisions will be carried by a simple majority and the chair will have a casting vote if a majority decision is not reached; and
7. The agenda for the meetings will be developed in consultation with the Chair.

### **Reporting Responsibilities**

The Chair and Deputy Chair shall report formally to the LLEP Board on its proceedings after each meeting on all matters within its duties and responsibilities.

The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.

### **Delegated Authority including limits**

The Committee is authorised by the LLEP Board to investigate any activity within the Committee's terms of reference and, within its scope of responsibilities, to seek any information it requires and to ensure the attendance of management representatives at meetings as appropriate. The Committee has the authority to request that the LLEP Officers obtain outside legal or independent professional advice as required to meet its purposes, the obtaining of such advice being subject to budget controls.



## **Finance & Investment Committee Terms of Reference**

### **Purpose**

The Finance & Investment Committee will provide assurance to the Board as well as maintain oversight of the LLEP in achievement of its financial & investment operations. It will also advise the board on the strategic framework and policy for financial management and its system of internal controls.

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7. To make recommendations to the LLEP Board for project and /or programme approval and ensure that LLEP Board approved recommendations are taken through to appropriate contracting and award of funds;
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2. Ensure that LLEP is fully compliant with all financial requirements which apply to a company limited by guarantee e.g. company accounts and financial returns to funders;
3. Ensure that LLEP operates from the basis of good financial practice;
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### **Membership and Attendance**

The Committee membership will comprise of five directors of the LLEP as appointed by the Board, one of whom will be appointed as Chair by the Board who is responsible for Financial matters, with a deputy Chair appointed to oversee investments in project and programmes.

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7. The agenda for the meetings will be developed in consultation with the Chair.

### **Reporting Responsibilities**

The Chair and Deputy Chair shall report formally to the LLEP Board on its proceedings after each meeting on all matters within its duties and responsibilities.

The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.

### **Delegated Authority including limits**

The Committee is authorised by the LLEP Board to investigate any activity within the Committee's terms of reference and, within its scope of responsibilities, to seek any information it requires and to ensure the attendance of management representatives at meetings as appropriate. The Committee has the authority to request that the LLEP Officers obtain outside legal or independent professional advice as required to meet its purposes, the obtaining of such advice being subject to budget controls.



## **Audit & Risk Committee Terms of Reference**

### **Purpose**

The Audit & Risk Committee will provide assurance to the Board as well as maintain oversight of the LLEP in achievement of its audit and risk management objectives, including financial risks. It will also advise the Board on the strategic framework and policy for risk management and its system of internal controls.

Note, the LLEP is formally subject to review by the internal and external auditors of the accountable body.

### **Responsibilities**

The responsibilities of the Audit & Risk Committee are to:

1. Assess the adequacy of the nature, extent and effectiveness of internal control systems of the LLEP;
2. Assess the adequacy of the control and maintenance of the LLEP's assets;
3. Propose topics for review by internal audit;
4. Receive reports prepared by auditors, e.g. on the effectiveness of the financial systems, operations and management; and the accuracy of grant and other returns;
5. Maintain an overview of the implementation of recommendations made by auditors;
6. Ensure that the LLEP has an agreed Local Assurance Framework (LAF), and that it complies with the National Assurance Framework (NAF);
7. Review the policies of the LLEP to ensure that these comply with Company Law, Public Contract Regulations, and where applicable the Accountable Body and other standards promoting good practice;
8. Approve the timetable for the preparation of the delivery plan and monitor performance against key performance indicators;
9. Work and liaise as necessary with all other Board committees (including the Board, Investment Panel, Appointments and Finance Committee), taking particular account of the impact of risk management and internal controls being delegated to different committees;
10. Review and ensure appropriateness of the risk management policies and processes and provide assurance to the board on consistency and applications of appropriate risk management processes;
11. Maintain oversight of the management of Corporate Risk Register.

## Objectives

The Audit & Risk Committee objectives are to:

1. Ensure that LLEP operates from the basis of good financial and risk practice;
2. Undertake an annual internal review of the LLEP's compliance with the LEP Assurance framework;
3. Monitor and assess the role and effectiveness of the internal audit function in the overall context of the LLEP's risk management system;
4. Ensure the adequacy and effectiveness of the LLEP's system of internal controls, through internal audits;
5. Agree an internal audit plan, ensuring a regular, timely and robust process of audit activity, that provides assurance to the accountable body s151 officer and the LLEP Board; and
6. Ensure recommendations from audit reports are being effectively implemented.

## Membership and Attendance

The Committee membership will comprise of three directors of the LLEP as appointed by the Board, one of whom will be appointed as chair by the Board.

A director who is a member or officer of the Accountable Body shall not be eligible for membership of the Committee, to avoid any conflict of interest.

In attendance at meetings in a non-voting capacity will be the Section 151 officer of the accountable body (or their representative) and the LLEP CEO. Other officers may be requested to attend as required.

Internal and external auditors of the LLEP and the accountable body may be asked attend. They also have the right to request attendance to present on any particular matter.

The Committee will meet at least twice a year.

Appointments to the Committee shall be agreed by the LLEP Board and all appointments shall be for a term of 3 years.

## Format and Timings of Meetings

The meetings and papers of the Committee will be in the same format as and subject to the same conditions as the LLEP Board meetings and papers.

In accordance with the national guidance:

1. Meeting agendas and papers will be sent 5 clear working days before the meeting takes place;
2. Minutes of meetings will be circulated within 10 clear working days of the meeting taking place. This may be in draft if clearance is required before the minutes are finalised;
3. The Code of Conduct will apply to Directors and any declaration of interest made at the meeting will be included in the minutes of the meeting. A new declaration of interest will be updated on the relevant member's register of interest;
4. The quorum necessary for the transaction of business shall be two members. The meetings can either be conducted in person or virtually;
5. Where a meeting is not quorate no business shall be transacted other than information items for consideration and a vote as to the date the meeting will be reconvened;
6. Each member has one vote and decisions will be carried by a simple majority and the chair will have a casting vote if a majority decision is not reached; and
7. The agenda for the meetings will be developed in consultation with the Chair.

### **Reporting Responsibilities**

The Chair shall report formally to the LLEP Board on its proceedings after each meeting on all matters within its duties and responsibilities.

The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.

### **Delegated Authority including limits**

The Committee is authorised by the LLEP Board to investigate any activity within the Committee's terms of reference and, within its scope of responsibilities, to seek any information it requires and to ensure the attendance of management representatives at meetings as appropriate. The Committee has the authority to request that the LLEP CEO obtain outside legal or independent professional advice as required to meet its purposes, the obtaining of such advice being subject to budget controls.



<b>BOARD DIRECTOR</b>	<b>LLEP GOVERNANCE REPRESENTATION</b>
Andy Reed	Appointments Committee Innovation Board
Anil Majithia	Appointments Committee Innovation Board
Anne-Marie Hunt	
Chas Bishop	EZ Steering Group
Cllr Jonathan Morgan	
Cllr Peter Bedford	
Cllr Terry Richardson	Investment Panel
Dr Nik Kotecha	Investment Panel Innovation Board
Cllr Danny Myers	Skills Advisory Panel
Emma Anderson	Appointments Committee Investment Panel
Neil McGhee	Growth Hub Board Investment Panel
Rani Mahal	Investment Panel
Lorraine Boorman	Skills Advisory Panel
Nishan Canagarajah	
Sonia Baigent	Investment Panel
Verity Hancock	Skills Advisory Panel
Glynis Wright	
Jo Tallack	
Goisa Khrais	







## LLEP BOARD OF DIRECTORS

1<sup>st</sup> November 2022

### Decision Paper

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## CAREERS HUB YOUTH ADVISORY BOARD (YAB)

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### 1) PURPOSE OF REPORT

- a) The purpose of this report is to:
  - i) inform the board on the development, progress and plans for the LLEP Careers Hub Youth Advisory Board (YAB)
  - ii) strengthen the interface with the YAB and LLEP Board in support of this work

### 2) RECOMMENDATION

2.1 The LLEP board is recommended to:

- i. note the work of the YAB
- ii. support and endorse the work of the YAB
- iii. meet with the YAB once a year for a Youth Voice summit
- iv. allow the YAB to attend a future LLEP Board meeting
- v. ratify Neil McGhee as the main YAB LLEP Board sponsor
- vi. consider participation in Youth Voice training.

### 3) BACKGROUND INFORMATION

3.1 The LLEP Careers Hub (the Hub) has a well-established and stable Enterprise Adviser Network (EAN) creating sustainable education-business links across the region for all schools and colleges.

3.2 The Hub and EAN support schools and colleges in meeting the Gatsby Benchmarks for Good Careers Guidance and creating high impact careers education plans at an institutional level, taking account of the local employment landscape and skills needs.

- 3.3 Through the work of the Hub and in consultation with local schools and colleges several key challenges have been identified including; how the low carbon agenda is generating skills gaps, that the national careers strategy and low carbon agenda are not well linked, that schools and colleges have considerable carbon footprints but are innovating to reduce these.
- 3.4 In addition, only 42% of local schools and colleges provide every student with a first-hand experience of the workplace through work visits, work shadowing and/or work experience to help their exploration of career opportunities and expand their networks.
- 3.5 As a result of these challenges the Hubs 2021/22 strategic plan included an objective to create an inclusive regional forum to hear the views of young people aged 16-25 on key topics including the low carbon skills agenda, involve them in local decision-making within the work of the Hub, problem solving and greater engagement in the local skills agenda. This is under the heading of 'Bright Green Futures' as the low carbon vision for the Hub and initial focus of the YAB which remains a Hub priority for 2022/23.
- 3.6 In September 2021 the Hub commissioned Cloud Artisans, who specialise in youth voice work, to collaborate on the creation and facilitation of a Youth Advisory Board. Funding for this pilot work was through the Hub Sustainability Fund as part of the grant funding agreement with the Careers and Enterprise Company.

## **CURRENT AND FUTURE PLANS**

- 3.7 Neil McGhee is currently the LLEP Board sponsor and has attended a YAB meeting.
- 3.8 There are currently 10 YAB members who represent the region geographically from different cultural backgrounds and from varied personal situations including representation of young people with additional needs. Recruitment continues with a plan to scale the group to 25 young people.
- 3.9 YAB achievements already include a creating a vision statement and Theory of Change model for the future of the board. Creating, organising and hosting a successful Enterprise Day for Year 10 students.
- 3.10 A YAB member also now sits on the Careers and Enterprise Company's (CEC) national Youth Advisory Group. The work of the Hub on Youth Voice has been recognised as exemplary by the CEC. <https://bit.ly/3efY9aH>
- 3.11 Plans in early-stage development include the East Midlands Chamber consulting the YAB on how the Local Skills Improvement Plan (LSIP) can improve careers education

outcomes for young people. Discussions are in progress with the Freeport and SEGRO to amplify youth voice and consult with the YAB on the environmental and skills agendas.

- 3.12 An evaluation of the pilot has now been completed by Cloud Artisans with a set of recommendations including more direct connection with YAB and the LLEP Board and greater engagement with business leaders.
- 3.13 The Board is asked to work with the Careers Hub to agree a planned series of 'touch points' between both entities through Youth Voice Summits and champion the work of the YAB.
- 3.14 Further external funding has been secured by the Careers Hub to support this work in 2022/23 which will include an offer of youth voice training for the Board and the wider LLEP team.
- 3.15 The board are invited to express interest in attending and optional Youth Voice Training toward the end of the year and lasting in the region of 3 hours.

#### **4. Summary of appendices**

- 4.1 Provisional YAB Annual Activity Calendar.

##### **For further information please contact:**

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## **APPENDIX - LLEP YAB 2022-2023**

The YAB is a youth voice to share and challenge ideas around the careers agenda and other local issues. This year, the YAB will be upskilled to give them the tools to use their voice within the WOW in a variety of influential ways.

Month	Phase	Key event	(Proposed) Lead	Notes
Sep	Prep	Year ahead brief & LLEP AGM prep	LLEP (Tom&Hollie)	Presenting this plan, explain rationale
Oct	Training 1	Media Training & Business Festival offer	CA (Emrys/Liv)	Confirm w/ Emrys what training exists
Nov	Team building 1	Local Green Issue Challenge	LLEP (Chas Bishop)	Reach out to Chas (LLEP board member)
Dec	Networking 1	Christmas event / EA networking	LLEP (Tom&Hollie)	YAB presence at EA Christmas event
Jan	Training 2	Social Media Training	EA (Nicola Moss)	Reach out to Nicola (EA)
Feb	Team Building 2	Local Green Issue Challenge	Aimee Higgins (EveryOneofUs)	Brief for summer project
Mar	Networking 2	Prep for Easter networking	CA (Emrys/Liv)	Preparing questions and potential input
Apr		Easter event & meet / EA networking	LLEP (Tom&Hollie)	YAB slot on agenda / Q&A with keynote speaker
May	Project	Storyboard	Luke Galloway	Based off Team Building 2
Jun	Networking 3	Summer event / Year in review	LLEP (Tom&Hollie)	At EA/CL summer event
Jul	Project 2	Sustainability – short film	Luke Galloway	Based off storyboard
Aug				

### **Notes:**

- Proposed leads are provisional and flexible to change as required
- It will be important to leave capacity within touch points for ad hoc requests and opportunities. This could include updates from the National CEC YAG, engagement with the LLEP team & Board, Enterprise Advisor Network, local businesses, and more.
- Each month should allow room for standing items (intro's & catchups, next steps, etc.)
- The intention for this calendar in 23/24 is to be influenced and created by the existing YAB

### **Challenges**

- Consistent engagement and attendance from YAB will be required to ensure the calendar is *progressive* and *impactful*
- Any mid-year additions to the group will need support getting up to speed
- Team building and projects needs creating through LLEP/CA/guest collaboration
- Management will be needed to share opportunities evenly for YAB members





## LLEP BOARD OF DIRECTORS

1 NOVEMBER 2022

### Information Paper

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## RISK REGISTER

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### 1. PURPOSE OF REPORT

1.1 To inform the Board on the current status of the LLEP risk assessment

### 2. RECOMMENDATION

2.1 The Board is recommended to note the risk assessment and mitigations.

### 3. BACKGROUND INFORMATION

3.1 Risk management is embedded into all of the LLEP work streams. Over 90% of the team have undertaken risk management training through the Accountable Body.

3.2 Risk is simply defined as 'the effect of uncertainty on objectives' It is a neutral term and describes the potential for deviation from an expected outcome.

3.3 Risks can therefore be subdivided into Threats & Opportunities to indicate whether their influence on an objective is positive or negative. By managing the threats and opportunities effectively, the LLEP is in a stronger position to deliver its objectives.

3.4 The objectives of risk management are to

- a) Preserve and protect the organisation, assets reputation and staff,
- b) Promote a culture of well-measured risk taking throughout, as an integral part of the organisational decision-making processes

- c) Manage and act on opportunities and threats to enable the LLEP to achieve its objectives and integrate risk management into the culture and day to day working.
- d) Ensure that a systemic and consistent approach to risk management is adopted throughout the organisation and as part of planning, performance management and models of operation.
- e) To provide assurance to the LLEP Board and partners that the LLEP has a comprehensive and professional approach to planning, and the monitoring of performance against targets.

3.5 The Leadership Management Team (LMT) is responsible for identification of risks, maintenance of the Risk Register and the 'scores' of each individual risk. They ensure that mitigating controls and actions are completed in a timely manner. LMT also ensure that each risk is scrutinised at least quarterly, or more frequently if it is deemed necessary due to the severity of the risk.

3.6 The Board of Directors are ultimately responsible for overseeing risk management within LLEP as a whole. Their fundamental role is to set the tone and agree the risk appetite' of the company.

### **Summary of appendices:**

1. Risk Register

### **For further information please contact:**

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