D2N2 LEP BOARD

Monday, 19 March, 2018
10.00am – 12 noon

Nottinghamshire County Council, Rufford Suite, County Hall, West Bridgford, Nottingham NG2 7QP
<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Welcome and Introductions</td>
<td>Verbal</td>
</tr>
<tr>
<td>1.2</td>
<td>Declarations of Interest</td>
<td>Verbal</td>
</tr>
<tr>
<td>1.3</td>
<td>Minutes of last meeting and matters arising</td>
<td>Paper</td>
</tr>
<tr>
<td><strong>2. Strategic discussion</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.3(i)</td>
<td>Nottingham Boots EZ site Update Presentation</td>
<td>Mark Chivers (Boots)</td>
</tr>
</tbody>
</table>
| 2.1 | Chair’s Report, including:  
(a) D2N2 Governance Action Plan (App A)  
(b) Ministerial LEP Review (App B)  
(c) Refresh of Board membership (App C)  
(d) Media coverage report (App D) | Peter Richardson | Paper | 10.25 |
| 2.2 | D2N2 (Interim) Chief Executives Report  
(a) D2N2 Corporate Plan  
(b) SEP refresh update  
(c) Activity Report – key highlights | Matthew Wheatley | Paper | 10.45 |
| 2.3 | D2N2 Enterprise Zone (i) and (ii) Nottingham and Derby exempt items under Local Government (Access to Information) Act  
(iii) Markham Vale | David Williams  
Cllr Lewis | Paper | 11.00 |
| 2.4 | HS2 Update Report | Andrew Pritchard | Paper | 11.15 |
| **3. Standing Items** | | | |
| 3.1 | Skills Commission Update Report | Matthew Wheatley | Paper | 11.30 |
| 3.2 | D2N2 Business Growth Hub Update Report | Melanie Ulyatt | Paper | 11.35 |
| 3.4 | Infrastructure and Investment Board report | Cllr Lewis | Paper | 11.45 |
| **4. Any other business** | | | |
|   | | | |
| **5. Date of next meeting:** Friday, 18 May, 2018 (11am – 1pm), Derby Arena | | | |

*Tea/coffee will be available on arrival*
Item 1.3: DRAFT Key Decision/Action Points from Board

D2N2 LOCAL ENTERPRISE PARTNERSHIP BOARD MEETING

Monday 15 January, 2018

Derbyshire County Council, County Hall, Matlock, DE4 3AG

Chair Peter Richardson
Minutes Tom Goshawk

1. Present and Apologies

D2N2 Board Members in Attendance

Cllr Roger Blaney Newark and Sherwood District Council
Cllr Kay Cutts Nottinghamshire County Council
Cllr Jon Collins Nottingham City Council
Cllr Barry Lewis Derbyshire County Council
Cllr Martin Rawson Derby City Council (Substitute for Cllr R Banwait)
Andrew Pickin Business Representative
Ian Morgan Business Representative
Jane Howson VCS Representative
Dawn Ward FE Representative
David Williams (Geldards) Business Representative
Prof Edward Peck H E Representative
Paul Harris Business Representative
Melanie Ulyatt Business Representative

Also in attendance

Scott Knowles East Midlands Chamber Chief Executive
Adrian Smith Nottinghamshire County Council
Ian Curreyer Nottingham City Council CEO
Mike Ashworth Derbyshire County Council
Paul Robinson Derby City Council CEO
Sanjiv Kohli Newark and Sherwood District Council
Justin Homer BEIS (sub for Area Director)

Officer Support

Matthew Wheatley (Interim) Chief Executive, D2N2 LEP
Lindsay Wetton Senior Manager – Sector Development
Sajeeda Rose Senior Manager – Capital Projects
Apologies

Apologies were received from Peter Gadsby, David Williams, Cllr Ranjit Banwait (Substituted by Cllr Martin Rawson) and Cllr Bob Wheeler

1.1 Welcome and Introductions

The Chair welcomed all to the meeting, extending a particular welcome to Sanjiv Kohli and Sajeeda Rose at their first LEP Board meetings

1.2 Declarations of Interest

The chair reminded all members that Declarations of Interest should be stated to be recorded where an interest arises.

1.3 Minutes of last meeting and matters arising

The Minutes of the meeting held on 8 November, 2017 were approved as a true record.

There were no other matters arising other than those already covered on the agenda.

2. Updates for Information

2.1 Chair’s Report

a) The chair made the board aware of the changes to the LEP Staffing arrangements and wished the outgoing CEO David Ralph best wishes and welcomed Matt Wheatley as the new Interim Chief Executive. The chair emphasised the need for the LEP Board to support MW in the role and that he will meet with members and officers to consult on the development of the 2018/19 Business Plan, including the support and resourcing requirements of the LEP.

Cllr Lewis raised the issue of where the funding of the new arrangement will be found and what exactly this resource is likely to be. IC stated that it would be for the Interim CEO to set out the resourcing required for the LEP in 2018/19 for discussion with the current LEP funding partners.

b) JH confirmed that an announcement from Government on Core Funding was anticipated soon and that a Ministerial Review of LEPs was currently taking place.

PR asked officers to prepare a submission to the Ministerial Review on the overlap geography.

Board NOTED the report.

3.1 SEP Refresh/ Industrial Strategy

PR introduced the SEP refresh documents to the board and welcomed thoughts from members about the document and possible comments for support and change.
PH started proceedings and questioned the type of metrics that should be included in the SEP vision. The LEP has a choice to make about where it sets its targets and whether this should be a quantitative metric based statement or a descriptive statement.

As a result of the discussion the following comments were suggested:

- The vision should be descriptive, brief and memorable whilst remaining unique to D2N2
- The targets must be measurable to understand whether progress is being made
- The comparison to be measured should be against current D2N2 circumstances rather than another different place
- The commitment to be ‘benefitting to all’ should not be lost
- The target needs to be ambitious to persuade government the locality is ambitious

MW concluded the discussion and will work with PH and partners to tighten up the vision.

Action – PH to work with partners to progress the vision and bring it back to the board for further comment.

PR introduced 5 strategic priorities and asked the board to comment, the board made the following comments:

- The strategic priorities were generic to all places and not unique of the D2N2 area.
- A priority should be to be clear in our approach to sectors, will they develop without intervention? Due to our limited resource do we need to limit the amount of sectors we look at?
- Care needs to be taken over the claims being made that they are accurate
- Key emphasis to be made over how this is specific to D2N2 Geography and sectors
- A balance needs to be established between key sectors now and changing movements in the future.

It was questioned whether more sector specific data should be incorporated in to this document or whether this should be included in the Local Industrial Strategy. JH emphasised that the SEP must be locally owned document and that the LEP needs to drive government policy through the LIS and the SEP.

JC suggested a twostep approach, the 1st step is to analyse what is important to D2N2, secondly what can we do to change these matters of importance? We must first dictate our own policy then take it to government to negotiate our priorities.

PR concluded the discussion stating the following work must be taken forward:
- We must create innovative place specific actions
- Key sectors must be recognised for today and the future.

Action - MW concluded that officers would develop a more locally specific draft SEP document, structured around the 5 themes and bring the document back to the next board.

Action – PR to bring together a small team to progress and improve the document to be presented.
Chair’s Summary

The board discussed the 10 potential shorter term priorities to inform the development of the 2018/19 D2N2 Operational Plan. The following issues were noted.

- rigorous monitoring and challenge needs to be undertaken on the LGF programme with a tough stance taken with projects that cannot deliver.

- more clarity is needed on the actions that the LEP is taking to support skills and employment and their impact.

- the Board welcomed the work being done to progress HS2 delivery arrangements for the Toton, Chesterfield and Staveley HS2 sites. PR asked AS what resource is needed to back the group, AS stated that investment would be needed for the group and that a collective support from all parties in D2N2 is needed.

- JC stated that D2N2 needed to be able to show Government clarity over what its ambitions were and focus on a small number of projects, the LEP needs a simple collective vision.

- The importance of working with neighbouring LEP areas as well as engaging with MPs was emphasised to make government aware of our presence and present simpler communication routes directly to government.

- Growth and momentum needs to continue for the Growth Hub

ACTION - Governance – PR emphasised the need for the iterative Governance Action Plan to be developed and delivered. As part of this an early review of Single Accountable Body status should take place for governance improvements

Additional issues suggested for consideration by members included;
  1) The impact of BREXIT
  2) Environmental issues, including plastic waste and energy
  3) The LEP role in housing

Standing Items – Updates

3.2 Skills

Board NOTED the report

3.3 D2N2 Business Growth Hub Update Report

The dashboard of activities was presented to Board. An evaluation and “Summative assessment” has been commissioned for the Growth Hub, which will inform the future requirements of business support in D2N2 and ensure the Growth Hub is fit for purpose.

Board NOTED the report.
3.4 (i) and (ii) Enterprise Zone Nottingham and Derby

PR informed the board that Peter Gadsby had stood down from his duties as the Enterprise Zone Steering Group Chair and that David Williams (Butt Foods) would be replacing him. The board was informed of Boots’ strong will to come to the March meeting and discuss progress and next steps for the site.

Board NOTED the report.

4.4 GPF Report Capital Projects

Board NOTED the overall progress and status of projects including due diligence.

4.5 Infrastructure and Investment Board report

Barry Lewis and Sajeeda Rose delivered an outline of progress to the board. Particular issues concerning the over commitment to projects and underspend within this financial year remain.

The Board NOTED the paper.

4.6 HS2 Update report

Board NOTED the report.

5. Any Other Business

Annual Conversation – JH delivered a brief update on the progress that took place at the annual conversation in November 2017. The independent chair who oversaw the process was impressed with what had been said but flagged the underspend as an issue to watch.

6. Date of next meeting

19th March 10am – County Hall, Nottingham
1. INTRODUCTION

1.1 This report updates members on significant developments since the last Board meeting, specifically;
   a. the outcome of the ‘Annual Conversation’ and the implementation of the D2N2 Governance Action Plan
   b. the current Ministerial Review of LEPs and its potential implications
   c. the recommended approach to refreshing and clarifying Board membership

1.2 In addition, the media coverage report is attached (Appendix D)

2. RECOMMENDATION

2.1 Board is asked to NOTE the report and AGREE to;

   a) Endorse the template for Board terms, nominations routes and extensions at Appendix C
   b) To support the refresh of the Board from July onwards
      a. Define JD for a Vice Chair and invite Local Authorities to nominate a formal LA Vice Chair
      b. Begin the process of recruiting to the Chair role. Advertise for the Chair role and business board members.
      c. Invite the Nottinghamshire and Derbyshire Districts to confirm their Nominations and substitutes from July
      d. Ask Board members (not business members) to confirm their formal substitute

3. GOVERNANCE ACTION PLAN

3.1 As reported to Board previously, there is a focus from Government on strengthening the governance of Local Enterprise partnerships to ensure that they can function effectively, particularly in relation to the management of public funds. There has been significant attention from Government on the former Greater Cambridge and Greater Peterborough LEP following issues that were highlighted by the local MP and a report from the National Audit Office and which have subsequently led to an inquiry from the Public Accounts Committee and the liquidation of the LEP.
3.2 In January, I reported on the ‘Annual Conversation’ process and the need to implement the key actions arising, together with the recommendations of the Ney Review and those of Derbyshire’s independent audit of LGF. These actions are captured in the attached iterative Governance Action Plan (Appendix B). I would like to thank Board members in particular for signing and returning updated Declarations of Interests and Code of Conducts.

3.3 Government have now formally communicated with LEPs the outcomes of the Annual Conversation process. The D2N2 letter is attached as Appendix B: It states that overall D2N2 LEP is considered to be requiring improvement but with elements of good performance. In the 3 specified categories, it assesses D2N2 LEP’s performance as:
   a) Governance - Requiring improvement,
   b) Delivery - Good.
   c) Strategy - Good.

3.4 I understand that D2N2 LEP is one of 19 LEPs in the ‘requiring improvement’ category’, with 16 rated as ‘good’. No LEPs were rated as ‘excellent’ and 3 were rated as ‘inadequate’.

3.5 All identified governance issues have either already been addressed or are scheduled to be addressed this year as part of the iterative Governance Action Plan. The D2N2 Draft Operational Plan for 2018/19 sets out detailed actions to ensure that D2N2 continues to strengthen its performance on delivery and strategy. I am confident therefore that successful implementation of these plans will enable D2N2 to obtain an at least ‘good’ overall rating in 2018/19 Annual Conversation.

4. MINISTERIAL REVIEW OF LEPS

4.1 As reported previously, as part of Government’s continued focus on strengthening LEPs and considering their role in relation to the Industrial Strategy there is a Ministerial Review of LEPs currently taking place. Although it is due to conclude in the Spring, I understand that report will not be published until after the local elections. The Terms of Reference for the review are to;
   • Define with greater clarity the strategic role of LEPs’ in driving growth and productivity for business; people; ideas; infrastructure; and place.
   • Strengthen business leadership and corporate governance to ensure that LEPs remain diverse private sector-led organisations that can shape and challenge local economic decision making, through the adoption of best practice.
   • Establish clear accountability through rigorous financial reporting and enforcement of transparency in decision making.
   • Assess the impacts of boundary overlaps to ensure clarity, transparency and representation of functional economic areas.
   • Improve organisational capability and planning certainty, including looking at options for a common incorporation model; how LEPs are resourced and the standardisation of organisational structures and reporting.
   • Define the relationship between LEPs and Local Authorities, as well as new organisational structures such as Mayoral Combined Authorities.
4.2 As agreed at the last meeting, the two County Council have made a submission to the review on the impacts of the overlap issue, which I, as Chair, was happy to support.

4.3 As the review may have fundamental implications for the role and operation of the LEP, I recommend that apart from incremental governance and operational improvements, we do not seek to implement significant organisation change until after the conclusions of the review and their implications for LEPs are known and understood.

5. BOARD MEMBERSHIP

5.1 I am pleased to report that David Williams (3W) has agreed to become Chair of the EZ Steering Group replacing Peter Gadsby and Melanie Ulyatt has agreed to become Chair of the Growth Hub Board in place of David. I would like to thank both for taking on new roles and am pleased to retain their expertise on these key matters.

5.2 The role and operation of the Skills Commission will be reviewed as part of the partnership review of skills contained in the draft Operational Plan and I will not seek a full time Chair until the review is concluded. At its recent meeting, the Skills Commission welcomed the review and agreed that business member Ian Greenaway should Chair the next Commission meeting, pending the outcome of the review.

5.3 It is important to continue to partially refresh our Board membership on an annual basis to ensure that we are appropriately representative of the area we serve and can continue to bring a variety of experience and expertise to the governance of the LEP, bringing fresh perspectives balanced with organisational stability.

5.4 To this end, I recommend that we begin the process of recruitment of a new Chair from July 2018 onwards. The final selection of the candidate by Board should happen when the role of the Chair and any implications for LEPs arising from the Ministerial Review of LEPs is understood. I will ask the Interim Chief Executive to work with the CEO’s group to begin to put the processes in place for Chair selection and recruitment of business board members.

5.5 As part of refreshing and consolidating the Governance of the LEP, I recommend that we employ a consistent template for Board membership, terms of service, substitution arrangements, recruitment and extension of terms. The proposed template is attached as Appendix C. It proposes 3 year terms for business and voluntary sector board members with the potential for one extension of up to two years, that representatives of District Councils, Further and Higher Education should serve a 2 year term and that membership should be rotated after 2 years to ensure that over time a spread of organisations can engage in the work of the Board and confirms that representatives of upper tier authorities remain members until notified of any change by their authority.

5.6 I also recommend that to strengthen the partnership between business and local government and the senior non-executive leadership of the LEP, that the local authorities are invited to nominate a Vice-Chair of the LEP, including clarifying arrangements for term and rotation of the Vice Chair.

5.7 In recruiting private sector Board members we should look to ensure a balance between sectoral / size of business and geographic coverage. Initial analysis suggests that we need
to strengthen private sector representation of the life science / digital sectors and mid / North Nottinghamshire.

6. **ENGAGEMENTS**

6.1 Since the last Board Meeting, I have carried out a number of engagements, to promote the profile and activities of the D2N2 LEP, including:
- HS2 Strategic Board
- Dinner with Dawn Ward and Dame Asha Khemka
- Rushcliffe Corporate Peer Challenge tele-conference
- University of Derby meet with incoming Chair
- Lunch with Dawn Ward and Andy Street
- Rushcliffe Civic Dinner
- NAMRC Derby meeting
- HS2 EM Leaders Roundtable
- LEP Network Management Board by telephone
- NBS Advisory Board
- Hart's 20th anniversary dinner
- Natwest economics breakfast presentation
- MEIF Growth Hub Q&A
- Lee Rowley MP

6.2 Ahead of the next Board, I have these meetings scheduled:
- LEP Chair’s Workshop and Dinner, London
- Chamber Black Tie Dinner
- Meet Prof Baback Yazdani
- D2N2 Principals’ Dinner

7. **MEDIA ACTIVITY**

7.1 I attach the regular **D2N2 Media Coverage Report** *(Appendix C)* for the Board’s attention, detailing media coverage (in print, on radio and television, and digitally/online) achieved by D2N2.

7.2 This report lists coverage by:
   a. publication/media source
   b. date of article
   c. headline or summary of the news item
   d. ‘reach’ (maximum potential readership, listeners, viewers or website users) who might have seen the article.

7.3 There is also a ‘Highlights’ section listing the top media ‘talking points’ for the period.

7.4 Copies of individual articles mentioned in the Media Coverage Report can be supplied to Board members on request. Contact our Social Media and Marketing Officer Sam Burbage

Peter Richardson
Chairman
APPENDIX A: D2N2 GOVERNANCE AND TRANSPARENCY ACTION PLAN

D2N2 are committed towards ensuring that we have the highest standards of Governance and Transparency. We have already made significant improvements and changes over the last 12 months, and this action plan is designed to further strengthen our processes where appropriate.

This Action Plan brings together and addresses the key recommendations on Governance from the annual conversation, best practice guidance issued following the Ney Review and the internal LGF audit and Scrutiny Committee review undertaken by the accountable body.

Once the revised guidance for the National Assurance Framework is issued we will update our Local Assurance Framework accordingly. The existing LAF is compliant with the lost recent guidance and has previously been signed off by both the LEP board and the IIB.

Annual Conversation Actions

D2N2 had its Annual Conversation discussion with Government on the 29th of November 2017. Below are the key actions identified in relation to Governance.

Note – there are further actions from the Annual Review beyond Governance and these will be reported separately.

<table>
<thead>
<tr>
<th>Action</th>
<th>LEP Response</th>
<th>Timescale</th>
<th>LEP Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government guidance will be issued shortly to provide clarity on conflicts/accountability/transparency issues; following which the LEP will review its local Accountability Framework and associated policies again</td>
<td>We have reviewed the guidance and have identified our responses within this action plan.</td>
<td>Ongoing</td>
<td>SR</td>
</tr>
<tr>
<td>The LEP would be prioritising recruitment to the private sector vacancy to provide leadership on its strategic priorities</td>
<td>We will advertise for private sector representation and recruit as part of wider changes to governance</td>
<td>Spring 2018</td>
<td>MW</td>
</tr>
<tr>
<td>By spring 2018 the LEP will reach a clearer view on its Accountable Body arrangements, on the assumption that moving to a single AB is the direction of travel to ensure robust assurance and provide greater opportunities to align different programmes (e.g. GPF, LGF)</td>
<td>This is ongoing. We have had an initial discussion with Derbyshire County Council as part of reviewing the SLA. They in turn are due to have a discussion with Derby City Council in the first instance to explore options.</td>
<td>Before 31st March 2018</td>
<td>SR</td>
</tr>
<tr>
<td>Action</td>
<td>LEP Response</td>
<td>Timescale</td>
<td>LEP Lead</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------</td>
<td>-------------------</td>
<td>---------</td>
</tr>
<tr>
<td>The LEP will ensure MPs are engaged on a regular basis as an ongoing action</td>
<td>Meet with new MPs. Communicate regularly via newsletter. Meet on ad hoc basis where key issues arise.</td>
<td>Ongoing</td>
<td>MW</td>
</tr>
<tr>
<td>The Chair committed to ensure a transition to a new EZ Steering Group Chair role, enhance the management of conflicts of interest in line with CLG steer and to further tighten up governance and transparency in its decision-making processes</td>
<td>This has now been addressed A new private sector chair from the LEP board has been appointed. We are also reviewing the Terms of Reference of the board at the next meeting of the Steering Group to ensure they remain fit for purpose and ensure that all decisions are reported to the board for decision.</td>
<td>Completed in December 2017</td>
<td>PR</td>
</tr>
</tbody>
</table>

**Ney Review**

Following the Ney Review of LEPs Governance and Transparency in October 2017, Government issued Best Practice Guidance to LEPs in December 2017 to take forward the key recommendations from the review.

Once the revised National Assurance Framework guidance is published we will update and review our Local Assurance Framework (LAF) to ensure that it is compliant. Currently our existing LAF is already compliant with the most recent guidance.

Below is D2N2s response on implementing the Best Practice recommendation's:

<table>
<thead>
<tr>
<th>Action</th>
<th>LEP Response</th>
<th>Timescale</th>
<th>LEP Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Publication of meeting papers and agendas for full board meetings and any sub-committees responsible for public money</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Meeting agendas and non-confidential papers to be published 5 working days before the meeting takes place</td>
<td>We will adopt this for all future meetings, starting with our next meeting in March 2018.</td>
<td>Immediate</td>
<td>SK/SR</td>
</tr>
<tr>
<td>Action</td>
<td>LEP Response</td>
<td>Timescale</td>
<td>LEP Lead</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>----------------</td>
<td>----------</td>
</tr>
<tr>
<td>We will also liaise with our AB to ensure that the same process is adopted for the IIB agenda.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minutes of board meetings to be published in draft within 10 working days of the meeting taking place and 10 working days after formal approval</td>
<td>We will adopt this for all our future meetings, starting with our next meeting in March 2018. We will also liaise with our AB to ensure that the same process is adopted for the IIB.</td>
<td>Immediate</td>
<td>SK/SR</td>
</tr>
<tr>
<td>Any declaration of the interest made at the meeting must be included in the minutes of the Board meeting</td>
<td>This is already in place.</td>
<td>Completed.</td>
<td>SH</td>
</tr>
</tbody>
</table>

**Confidential reporting guidance for LEPs**

<table>
<thead>
<tr>
<th>Action</th>
<th>LEP Response</th>
<th>Timescale</th>
<th>LEP Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEPS must put in place effective arrangements to enable third parties and the public to confidentially report concerns about LEP processes and decisions. LEPS must include details of confidential reporting arrangements in the LEPs existing complaints policy, and must publish this on an easily accessible part of the website by 28th February 2018.</td>
<td>We have adopted the example confidential reporting policy within the best practice guidance and incorporate this within our existing complaints policy and this is now on our website.</td>
<td>Completed</td>
<td>SR/SK</td>
</tr>
<tr>
<td>Where data is gathered, put in to place data protection arrangements in line with the Data Protection Act 1998</td>
<td>All data relating to LGF is gathered and retained by Derbyshire County Council as our Accountable Body who as a public authority comply with</td>
<td>Complete.</td>
<td>SR</td>
</tr>
<tr>
<td>Action</td>
<td>LEP Response</td>
<td>Timescale</td>
<td>LEP Lead</td>
</tr>
<tr>
<td>--------</td>
<td>--------------</td>
<td>-----------</td>
<td>----------</td>
</tr>
<tr>
<td></td>
<td>the Data Protection Act. This is also the same for both Nottingham City Council and Derby City Council who are our other Abs and hold data relating to the EZ, GPF and our LEP delivery.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Whistleblowing Policy**

LEPS must publish their whistleblowing policy on an easily accessible part of their website and make Board Members, staff and contractors aware of this policy by 28th February 2018.

- We have adopted the Whistleblowing Policy which is now on the website.
- This has also been issued to all board members and staff.

**Code of Conduct**

All LEPs must adopt a code of conduct and a copy should be published on the website by 28th February 2018.

- We have adopted the Code of Conduct and it is published on our website.

All staff and board members must sign up to the code of conduct.

- All Board members have signed up to the code of conduct and these are now on the website.
- All staff have also been asked to sign up to the code of conduct.
- We will also ensure that this is included as part of the Board Induction pack.

**Register of Interests**

All board members must take personal responsibility for declaring their interests and avoid

- This has been completed on the new template and all board members have signed their forms which

<table>
<thead>
<tr>
<th></th>
<th>Complete</th>
<th>MR/SH</th>
</tr>
</thead>
</table>
perceptions of bias. This should be evidenced by producing and signing of their interest and publication on the website.

Use of a bespoke proforma for collection and publication of the information.

**LEP Audit**

Derbyshire County Council’s Audit Services function recently completed an audit of the Local Growth Fund for which the Council is the Accountable Body. A number of areas of good practice have been identified but there are other areas which need to be strengthened to ensure governance and administrative arrangements are robust, projects are adequately monitored and managed and expenditure incurred by individual projects is in accordance with rules, regulations and conditions and is accurately reported.

Below are the key actions identified and our response to implementing them:

<table>
<thead>
<tr>
<th>Action</th>
<th>LEP Response</th>
<th>Timescale</th>
<th>LEP Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>To consider the formal adoption of a whistleblowing or confidential reporting policy to encourage the disclosure or communication of information relating to malpractice through approved reporting lines.</td>
<td>We have adopted both a whistleblowing policy and confidential reporting policy.</td>
<td>Complete</td>
<td>SR</td>
</tr>
<tr>
<td>The adoption of a formal, standing agenda item for the declaration of interests at the commencement of each IIB meeting, to further strengthen transparency arrangements;</td>
<td>This has been formally adopted and is now an item on every agenda as evidenced at the last meeting in December 2017.</td>
<td>Completed</td>
<td>SR</td>
</tr>
<tr>
<td>Action</td>
<td>LEP Response</td>
<td>Timescale</td>
<td>LEP lead</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>-------------</td>
<td>----------</td>
</tr>
<tr>
<td>To ensure that the IIB continue to receive prompt and up to date</td>
<td>Noted – the IIB receive a report at every meeting on progress of the</td>
<td>Completed.</td>
<td>SR</td>
</tr>
<tr>
<td>monitoring information in respect of outputs and spending.</td>
<td>programme in relation to outputs and spend.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consideration to the imposing of sanctions for those promoters who</td>
<td>There is already scope within the existing Local Assurance Framework for the</td>
<td>Completed</td>
<td>SR</td>
</tr>
<tr>
<td>continually fail to submit adequately completed and timely returns.</td>
<td>LEP and IIB to withhold funding from projects on the basis of underperformance.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>The IIB have also put into place a high risk register for projects that are</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>identified as underperforming and have the scope to impose additional</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>sanctions on persistent underperformance.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**APPENDIX C: D2N2 Board Membership Template**

<table>
<thead>
<tr>
<th>Role</th>
<th>Current Representative</th>
<th>Term</th>
<th>Nominate substitute</th>
<th>Means of Nomination / selection</th>
<th>Expiry of Term</th>
<th>Expiry of Term</th>
<th>Recommended</th>
<th>Potential for Extension</th>
<th>Method - at expiry of term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair (Business) (8)</td>
<td>Peter Richardson</td>
<td>3 years</td>
<td>NO</td>
<td>Selection and confirmation by Board</td>
<td>July 2018</td>
<td>1*2 years</td>
<td>Invitation of Board</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LA – Derby City</td>
<td>Cllr Ranjit Banwait</td>
<td>Until notified of change by Council</td>
<td>YES</td>
<td>Derby City Council nomination</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LA - Derbyshire County</td>
<td>Cllr Barry Lewis</td>
<td>Until notified of change by Council</td>
<td>YES</td>
<td>Derbyshire County Council nomination</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LA – Derbyshire Districts</td>
<td>Cllr Tony Ashton (rest of CllrBW term)</td>
<td>2 years</td>
<td>YES</td>
<td>Nomination by Derbyshire Districts</td>
<td>July 2018</td>
<td>Rotate after 2 yrs</td>
<td>Nomination by Derbys Districts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LA – Nottingham City</td>
<td>Cllr Jon Collins</td>
<td>Until notified of change by Council</td>
<td>YES</td>
<td>Nottingham City Council nomination</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LA – Nottinghamshire County</td>
<td>Cllr Kay Cutts</td>
<td>Until notified of change by Council</td>
<td>YES</td>
<td>Nottinghamshire County Council nomination</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LA – Nottinghamshire District</td>
<td>Cllr Roger Blaney</td>
<td>2 years</td>
<td>YES</td>
<td>Nomination by Nottinghamshire Districts</td>
<td>July 2018</td>
<td>Rotate after 2 yrs</td>
<td>Nomination by Notts Districts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Partner – VCS</td>
<td>Jane Howson</td>
<td>2 years</td>
<td>YES</td>
<td>ONE EM nomination</td>
<td>July 2018</td>
<td>1*2 years</td>
<td>Nomination by One EM</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Partner – HE</td>
<td>Edward Peck</td>
<td>2 years</td>
<td>YES</td>
<td>HEI’s nomination in rotation</td>
<td>July 2018</td>
<td>Rotate after 2 yrs</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Partner – FE</td>
<td>Dawn Ward</td>
<td>3 years</td>
<td>YES</td>
<td>College Principles via EMFEC</td>
<td>July 2020</td>
<td>Rotate after 2 yrs</td>
<td>College Principles –EMFEC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business (1) (Engagement)</td>
<td>Andrew Pickin</td>
<td>3 years</td>
<td>NO</td>
<td>Open Competition and interview</td>
<td>July 2018</td>
<td>1*2 years</td>
<td>Invitation of Chair / Board</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business (2) (Growth Hub)</td>
<td>Melanie Ulyett</td>
<td>3 years</td>
<td>NO</td>
<td>Open Competition and interview</td>
<td>July 2019</td>
<td>1*2 years</td>
<td>Invitation of Chair / Board</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business (3) (Transport)</td>
<td>Ian Morgan</td>
<td>3 years</td>
<td>NO</td>
<td>Open Competition and interview</td>
<td>July 2018</td>
<td>1*2 years</td>
<td>Invitation of Chair / Board</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business (4) (Industrial Strategy)</td>
<td>Paul Harris</td>
<td>3 years</td>
<td>NO</td>
<td>Open Competition and interview</td>
<td>July 2020</td>
<td>1*2 years</td>
<td>Invitation of Chair / Board</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business (5) (Enterprise Zone)</td>
<td>David Williams (3W)</td>
<td>3 years</td>
<td>NO</td>
<td>Open Competition and interview</td>
<td>July 2019</td>
<td>1*2 years</td>
<td>Invitation of Chair / Board</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business (6) (Review)</td>
<td>David Williams (Geldards)</td>
<td>3 years</td>
<td>NO</td>
<td>Open Competition and interview</td>
<td>July 2019</td>
<td>1*2 years</td>
<td>Invitation of Chair / Board</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business (7) (Development)</td>
<td>Peter Gadsby</td>
<td>3 years</td>
<td>NO</td>
<td>Open Competition and interview</td>
<td>July 2019</td>
<td>1*2 years</td>
<td>Invitation of Chair / Board</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Dear Matthew,

I am writing to you following your Annual Conversation on 29 November 2017 to communicate formally the outcome of the process and to set out the next steps and immediate actions that are required. The agreed note of the Annual Conversation is attached.

With the increasingly important role that LEPs have, it is important to Ministers and our Permanent Secretary, Melanie Dawes, as Accounting Officer, that there is a strong emphasis on ensuring that LEPs have the highest standards in place and are able to effectively act as key drivers of growth in their places. This is a point reinforced by the Public Accounts Committee in their recent hearing.

**Performance Review**

As set out in the 2017 Annual Conversation Guidance, following the Annual Conversation officials in the Cities & Local Growth Unit undertook a review to look at the performance of each LEP across the three themes (Governance, Delivery and Strategy). The review also sought to highlight any areas where there may be a need for further development or where there is good practice to be shared. This involved reviewing the information provided for the Annual Conversation along with other sources, including Growth Deal data submissions and LEP governance processes and policies.
Following the conclusion of the Annual Conversation process we have determined that, overall, your LEP is considered to be requiring improvement but with elements of good performance. Feedback under each theme is set out below:

**Governance**

The LEP’s governance is generally considered to be requiring improvement, while recognising the steps that have already been taken to take this improvement forward.

The LEP’s three separate Accountable Bodies were a particular issue raised during the Annual Conversation meeting, where it was agreed that there was a need to **review and streamline current arrangements and promote greater Accountable Body collaboration** (for example, across the Local Growth Fund and Growing Places Fund management arrangements). There are particular opportunities to take this forward from the spring of this year, when the LEP’s agreement with its LGF Accountable Body is due for renewal. In addition, engagement with other LEPs also looking to consolidate their Accountable Body arrangements would be beneficial.

Your LEP also agreed to build on the Governance enhancements it has already put in place to ensure that the **recording of decision-making and declarations of interests** are in line with best practice, both at the level of the LEP Board itself and its supporting structures. With regard to the **Enterprise Zone Steering Group** in particular there is a need to ensure an effective transition to refreshed governance with the new Chair.

The work that the LEP is now doing to draw together the Annual Conversation recommendations alongside conclusions of the recent Scrutiny Inquiry and Internal Audit reports, as well as the commitment to produce an action plan across all the recommendations of the Mary Ney Report and Best Practice Guidance, is very much welcomed. My Unit, through the local Area Leads, will continue to work with your LEP on these actions as they are implemented.

**Delivery**

Delivery at the LEP is considered to be **good**. While there are clear challenges in meeting the spend targets of the LEP’s Local Growth Fund (LGF) programme in the current year, it is positive to note how the **risks of underspend are being managed through the capital freedoms and flexibility arrangements at the Accountable Body**.

I note that the **recruitment of a dedicated Programme Manager** at the LEP from the autumn of last year has been an important step and we look forward to this appointment making a substantive impact on the LEP’s delivery in the year ahead. It is acknowledged that the spending profile for the LEP’s LGF programme provided by the Department poses a number of challenges, and the LEP’s reassurances that the **spending shortfalls in the current year will be offset during 2018/19** are noted.
I was pleased to see that the LEP agreed, as part of the Annual Conversation process, to carry out a review of your current arrangements for the Growing Places Fund, in order to ensure this programme can have a more significant impact across the D2N2 area.

In general, maintaining a firm grip on delivery - including accurate reporting on the spending risks and the potential advantages of an effective project pipeline - should continue to be a top priority for the LEP in the coming year.

**Strategy**

The LEP’s approach to strategic planning is also considered to be good, with clear awareness and championing of your vision and the contributions made towards it via the various delivery programmes.

The work carried out on the evidence base for your planned refresh of the D2N2 Strategic Economic Plan (SEP) has been positively linked to the national Industrial Strategy, including in terms of the need to address productivity gaps and to further support the LEP’s strength sectors and clusters.

In this regard the work that the LEP has led through a Science and Innovation Audit at D2N2 level is also helping to clarify the main sectoral opportunities, in areas such as Life Sciences/Healthcare and Energy/Low Carbon. It is good to see that the LEP has also agreed to review the way it works through sector groups, to provide support to those industries with the greatest potential for future growth.

There are also opportunities to ensure that the recruitment to LEP Board vacancies, as they arise, seek to reflect expertise in those sectors that have the greatest future potential, as well as enhance the private sector voice on the LEP more generally. The appointment of a dedicated LEP Board member with responsibility for Industrial Strategy issues is a positive development and, as the policy framework around Local Industrial Strategies develops during 2018, Area Leads will work with the LEP on how this may be able to interface with the refreshed D2N2 SEP.

**Next Steps**

The key actions that require attention are set out above, as well as in the enclosed final note of the Annual Conversation. Your local Area Lead will be in touch to follow-up on this letter.

If you have not already done so you should now upload the joint assurance statement, written with the LEP Chair ahead of the Annual Conversation, to the LEP’s website. Please ensure this is done by the 28 February.
As I am sure you are aware, Accountable Body Section 151 Officers are required to write to the Ministry of Housing, Communities and Local Government Permanent Secretary by this date, confirming compliance of your Local Assurance Framework with the LEP National Assurance Framework (updated November 2016) and that the best practice guidance has been implemented. This is to ensure that the recommendations contained in the Mary Ney Review and best practice guidance have been implemented by the 28 February.

I wanted to take this opportunity to thank you, your LEP Chair, and the LEP’s Accountable Bodies for participating positively in the Annual Conversation process. It was particularly useful to have had all three of the LEP’s Accountable Bodies represented at the meeting, highlighting the particular opportunities for greater collaboration. As part of the Annual Conversation preparation we asked you to provide us with information on where Government could better support you to fulfil the ambitions of your place. We will continue to work with you to explore these issues over the coming months.

I am aware that LEPs across the country are already doing good work to ensure they have the highest standards in place. As this letter sets out, we are committed to working with the D2N2 LEP to support this work over the coming months.

STEPHEN JONES
DIRECTOR, CITIES AND LOCAL GROWTH UNIT
## D2N2 MEDIA COVERAGE REPORT

### Summary:

The report provides a comprehensive overview of media coverage related to the Development of Nottingham's Advanced Manufacturing Building. It includes details on the project's funding, planning, and progress, along with quotes from various stakeholders.

### Media Coverage:

<table>
<thead>
<tr>
<th>Publication/Website</th>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Week Online</td>
<td>January 10</td>
<td>Work due to begin on £4.8m office project for Silk. 180 new jobs expected, but project's future is uncertain due to 4% change in local growth.</td>
</tr>
<tr>
<td>East Midlands Business Link</td>
<td>January 10</td>
<td>Work due to begin on £4.8m office project for Silk. 180 new jobs expected, but project's future is uncertain due to 4% change in local growth.</td>
</tr>
<tr>
<td>Derby Telegraph</td>
<td>January 11</td>
<td>Article on plans for link road at Alvaston Airfield industrial Estate, near East Midlands Airport. Derby City Council to be approached for funding.</td>
</tr>
<tr>
<td>East Midlands Business Link</td>
<td>January 12</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>Nottingham Post</td>
<td>January 16</td>
<td>Article on Local Enterprise Partnership planning and D2N2 funding.</td>
</tr>
<tr>
<td>Digger News</td>
<td>January 17</td>
<td>Article on Chesterfield growth ambitions mentions D2N2 LEP.</td>
</tr>
<tr>
<td>Derbyshire Times</td>
<td>January 17</td>
<td>Article on Chesterfield growth ambitions mentions D2N2 LEP.</td>
</tr>
<tr>
<td>East Midlands Business Link</td>
<td>January 18</td>
<td>Interview with HS2 Area Rep, Derby City Council Cabinet Member for Finance, Labour. Article also mentions £50m funding for HS2 in Derby.</td>
</tr>
<tr>
<td>East Midlands Business Link</td>
<td>January 18</td>
<td>Interview with HS2 Area Rep, Derby City Council Cabinet Member for Finance, Labour. Article also mentions £50m funding for HS2 in Derby.</td>
</tr>
<tr>
<td>The Stage</td>
<td>January 22</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>Local Enterprise Partnership</td>
<td>January 22</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>Nottingham Post</td>
<td>January 22</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>Business Week Online</td>
<td>January 23</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>Breitkreis news website</td>
<td>January 23</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>Derby Telegraph</td>
<td>January 23</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>East Midlands Business Link</td>
<td>January 24</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>East Midlands Business Link</td>
<td>January 24</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>East Midlands Business Link</td>
<td>January 24</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>University News</td>
<td>January 24</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>Business Week Online</td>
<td>January 29</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>Derby Telegraph</td>
<td>January 29</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>East Midlands Business Link</td>
<td>January 29</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>East Midlands Business Link</td>
<td>January 29</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>University News</td>
<td>January 30</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>Business Week Online</td>
<td>February 1</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>Derby Telegraph</td>
<td>February 1</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>East Midlands Business Link</td>
<td>February 1</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>East Midlands Business Link</td>
<td>February 1</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>University News</td>
<td>February 1</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>Business Week Online</td>
<td>February 2</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>Derby Telegraph</td>
<td>February 2</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>East Midlands Business Link</td>
<td>February 2</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>East Midlands Business Link</td>
<td>February 2</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>University News</td>
<td>February 2</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>Business Week Online</td>
<td>February 13</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>Digger News</td>
<td>February 13</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>East Midlands Business Link</td>
<td>February 13</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>University News</td>
<td>February 13</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>Business Week Online</td>
<td>February 14</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>Derby Telegraph</td>
<td>February 14</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>East Midlands Business Link</td>
<td>February 14</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>East Midlands Business Link</td>
<td>February 14</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>University News</td>
<td>February 14</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>Business Week Online</td>
<td>February 18</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>Derby Telegraph</td>
<td>February 18</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>East Midlands Business Link</td>
<td>February 18</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>East Midlands Business Link</td>
<td>February 18</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>University News</td>
<td>February 18</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>Business Week Online</td>
<td>February 28</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>Derby Telegraph</td>
<td>February 28</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>East Midlands Business Link</td>
<td>February 28</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>East Midlands Business Link</td>
<td>February 28</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
<tr>
<td>University News</td>
<td>February 28</td>
<td>Article on HS2 Phase 2b route options being agreed mentions D2N2-led press trip in HS2 East Midlands.</td>
</tr>
</tbody>
</table>

### Media Coverage by Type:

- **Online**: 32,967 mentions
- **Print**: 21,183 mentions
- **Monthly**: 15,000 mentions
- **Weekly**: 15,000 mentions
- **Daily**: 15,000 mentions
- **Unknown**: 71,366 mentions

### Total Mentions:

- **Print** over 60 days: 20,862
- **Monthly** over 30 days: 20,000

### Additional Notes:

- The report includes a summary of media coverage related to the Development of Nottingham's Advanced Manufacturing Building, highlighting key dates and mentions.
- The media coverage spans various publications, including online and print media, with a focus on Derby Telegraph, East Midlands Business Link, and University News.
- The coverage includes articles on planning, funding, and progress of the project, with quotes from various stakeholders.
- The report provides a comprehensive overview of media coverage related to the project, helping to understand the project's impact and visibility in the media.

---

71 Media Mentions, 20,862 (average reach per day, over 60 days)
1. INTRODUCTION

1.1 This report updates Board on the refresh of the D2N2 Strategic Economic Plan, proposes a draft Operational Plan for 2018 / 19, updates on current staffing arrangements and highlights key activity since the last Board meeting.

2. RECOMMENDATIONS

2.1 Board is invited to consider and comment on the draft D2N2 Corporate Plan for 2018/19 and APPROVE delegated authority to the Chair to finalise and approve the Plan by the end of March 2018.

3. STAFFING UPDATE

3.1 To strengthen the executive leadership of the LEP, I have asked Sajeeda Rose to become Interim Deputy Chief Executive and lead the development and implementation of our Governance Action Plan together with managing our capital projects programmes. During the interim period, I have asked Richard Kirkland to ‘back fill’ my previous responsibilities on ESIF. I have also retained David Wallace as a consultant to assist with the finalisation of the Strategic Economic Plan and preparation of a framework to maximise the opportunities from the Industrial Strategy.

4. D2N2 OPERATIONAL PLAN 2018/19

4.1 Attached as Appendix A is the draft D2N2 Corporate Plan for 2018/19. Comments are invited from Board members.

4.2 Whilst the Strategic Economic Plan sets out a long term vision for the local economy, the Corporate Plan sets out an annual budget for the LEP and the actions that the LEP will take, with partners, in 2018/19 to achieve that vision. Having an agreed annual Operational Plan is also a pre-condition of receiving further Core Funding from Government.

4.3 The Operational Plan builds on the 10 priority actions agreed at Board in January, includes a wider set of actions, segmented by theme, and sets them within the context of a set of corporate priorities for the LEP for 2018/19. The overall corporate priority for D2N2 LEP is to be a good and effective partnership that drives economic benefit for the D2N2 area. To pursue this, our corporate priorities for 2018/19 are to;
1. demonstrate a strong record on delivery and managing funding
2. implement strengthened governance processes to give Government the confidence to continue to invest in the D2N2 economy
3. publish an up to date Strategic Economic Plan to drive activities
4. work with partners to
   • promote investment to deliver the Strategic Economic Plan, and;
   • develop a clear approach to maximising the benefits from the Government’s Industrial strategy
5. remain outward looking, responsive to opportunities and collaborative to deliver our shared ambitions

4.4 The activities within the plan are segmented into five themes that reflect the work that we do to deliver the Strategic Economic Plan. The themes are:
   a) Strategic Leadership and Influence
   b) Business Growth
   c) Infrastructure Investment
   d) Skills and People
   e) Governance / High Performing Organisation

4.5 The plan includes a commitment to consider the impact of the actions that we will take on cross cutting themes of inclusive growth and sustainability. For each action, the plan details not just what we will do, but how, the outcome to be achieved, where it sits within the LEP’s governance structure, the lead officer responsible, the timescale and the budget that the activity will be resourced from.

4.6 Board are asked to consider and comment on the draft Operational Plan and delegate authority to the Chair to finalise and approve the Plan by the end of March 2018.

5. **D2N2 STRATEGIC ECONOMIC PLAN REFRESH**

5.1 Work is continuing on developing a draft of a refreshed Strategic Economic Plan that meets the expectations of Board members, particularly to include a clearer analysis and approach to priority sectors and technologies and a stronger description of place, local issues and priority actions.

5.2 Whilst there is no time-scale or deadline from Government, publishing a refreshed Strategic Economic plan is necessary to reflect changes to the economy since current SEP was published and to provide the framework to maximise funding opportunities for the local area arising from the Government’s Industrial Strategy and other areas, such as the Shared Prosperity Fund.

5.3 As detailed earlier, I have retained David Wallace as a consultant to assist with the finalisation of the Strategic Economic Plan and preparation of a framework to maximise the opportunities from the Industrial Strategy. This will involve consultation with local partners during April to shape a draft refreshed SEP to present to Board in May.

6. **D2N2 ANNUAL CONFERENCE**
6.1 Board members should have received a ‘save the date’ email confirming that the 2018 LEP Annual Conference will be held at the Nottingham Contemporary in the morning of Tuesday, 24 July, 2018. The conference will see the launch of the Strategic Economic Plan and there will be a focus on meeting the challenges of the future economy.

7. **MIPIM**

7.1 As in previous years, D2N2 has supported the areas collective presence at MIPIM event, supporting a co-ordinate programme of promotion by Marketing Derby and Team Nottingham as part of the wider Midlands Engine approach.

7.2 The £30,000 funding provided by D2N2 LEP for 2018 allows Derby, Derbyshire, Nottingham and Nottinghamshire to be part of the Midlands UK Pavilion. Both D2 and N2’s teams of delegates at MIPIM will showcase how the area’s strong public-private partnerships are used to great effect in attracting investment.
Item 2.2 – APPENDIX A

D2N2 Local Enterprise Partnership

Draft Operational Plan 2018/19

FOR BOARD
The D2N2 Local Enterprise Partnership
Established in 2011, the D2N2 LEP is a non-incorporated partnership made up of organisations from public, private and voluntary sector who want to have a positive impact on the future growth of our local economy. It is supported by a small team of staff who also commission projects and activity. The D2N2 Local Enterprise Partnership covers all of Derby and Derbyshire, Nottingham and Nottinghamshire.

This Business Plan sets out what the D2N2 Local Enterprise Partnership will deliver over the next 12 months.

Our Corporate Priorities for 2018/19
The overall corporate priority for D2N2 LEP is to be a good and effective partnership that drives economic benefit for the D2N2 area. To pursue this, our corporate priorities for 2018/19 are to;

- demonstrate a strong record on delivery and managing the funding allocated to us
- implement strengthened governance processes to give Government the confidence to continue to invest in developing the D2N2 economy
- publish an up to date Strategic Economic Plan to drive activities
- work with partners to
  - promote investment to deliver the Strategic Economic Plan, and;
  - develop a clear approach to maximising the benefits from the Government’s Industrial strategy
- remain outward looking, responsive to opportunities and collaborative to deliver our shared ambitions

D2N2 – Our 10 Key Actions for 2018/19
This Operational Plan sets out in detail what the D2N2 Local Enterprise Partnership will deliver over the next 12 months. Our 10 Key Actions in pursuit of our priorities are;

1. Publish a revised Strategic Economic Plan, setting a new vision for the local economy
2. Manage a Growth Hub that delivers effective support & advice & access to finance for businesses across D2N2
3. Invest £14m of ERDF into programmes that drive innovation and productivity in SMEs
4. Ensure the successful delivery of the Local Growth Fund, as a key mechanism for delivering investment in infrastructure to deliver jobs and housing.
5. Support Midlands Connect to achieve improved connectivity in the short-term, including pushing for Midland Mainline electrification
6. Actively promote apprenticeships, expand our programme linking businesses to schools, endorse a robust Institute of Technology bid and invest substantial ESF funding to support enhanced skills and employment opportunities
7. Appoint a senior leader, to work with our partners in education and industry to review our approach to skills and employment support and recommend actively how to improve our performance
8. Review and enhance our governance to ensure we are well placed to secure and manage further funding resources for the area
9. Review our Budget and Resources to confirm the capacity available to employ new resources to key areas of the Plan and the LEP Chief Executive Group will meet monthly to review the resources that we must bring in to achieve our objectives and support the LEP Executive
10. Actively support the HS2 Strategic Group to establish viable delivery structures to bring forward development at Toton, Chesterfield and Staveley in line with the HS2 Growth Strategy
**What progress have we made to date?**

D2N2 has a large and growing economy and progress towards the targets in our Strategic Economic Plan has been positive, but long term economic challenges remain and there are uncertainties and opportunities in our economic future arising from economic and demographic trends and national policy decisions.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Private sector jobs (APS, Sep)</td>
<td>733,700</td>
<td>751,900</td>
<td>772,400</td>
<td>804,700</td>
<td>800,400</td>
<td>-</td>
<td>71,000</td>
<td>66,700</td>
</tr>
<tr>
<td>% of private sector jobs</td>
<td>76.3%</td>
<td>75.8%</td>
<td>76.1%</td>
<td>77.1%</td>
<td>78.3%</td>
<td>-</td>
<td>0.8%</td>
<td>2.0%</td>
</tr>
<tr>
<td>Private sector jobs (BRES)</td>
<td>694,096</td>
<td>717,664</td>
<td>744,012</td>
<td>760,693</td>
<td></td>
<td>-</td>
<td>66,697</td>
<td>N/A</td>
</tr>
<tr>
<td>Businesses (private sector)</td>
<td>59,630</td>
<td>61,780</td>
<td>67,405</td>
<td>71,530</td>
<td>72,100</td>
<td>-</td>
<td>11,900</td>
<td>12,470</td>
</tr>
<tr>
<td>Growth in number of businesses compared to the UK</td>
<td>-0.9%</td>
<td>-0.8%</td>
<td>0.9%</td>
<td>1.8%</td>
<td>-3.7%</td>
<td>-</td>
<td>2.7%</td>
<td>-2.8%</td>
</tr>
<tr>
<td>GVA per hour worked (£)</td>
<td>£ 27.09</td>
<td>£ 27.66</td>
<td>£ 28.24</td>
<td>£ 28.60</td>
<td></td>
<td>-</td>
<td>£ 1.51</td>
<td>N/A</td>
</tr>
<tr>
<td>Productivity (% of UK)</td>
<td>88.1%</td>
<td>88.0%</td>
<td>87.8%</td>
<td>87.8%</td>
<td></td>
<td>-</td>
<td>-0.3%</td>
<td>N/A</td>
</tr>
<tr>
<td>Dwellings started and completed</td>
<td>3,530</td>
<td>3,320</td>
<td>3,550</td>
<td>4,420</td>
<td>5,370</td>
<td>-</td>
<td>14,820</td>
<td>20,190</td>
</tr>
</tbody>
</table>

Sources:  
Private sector jobs: Annual Population Survey (APS) and Business Register and Employment Survey (BRES)  
Businesses: NOMIS, UK Business counts, private sector businesses  
Productivity: ONS, GVA per hour worked  
Dwellings started and completed: ONS, Housebuilding: permanent dwellings completed (P2 returns from local authorities, National House-building Council (NHBC), Approved inspector data returns)

The table is colour coded as follows:  
Green: Latest year over year (YoY) increase and short-term positive trend (latest value above 2013 value)  
Orange: Latest YoY decrease but short-term positive trend  
Red: Latest YoY decrease and short-term negative trend (latest value below 2013 value)

In D2N2, we;

- have a strong and growing business base with over 72,000 firms and, on average, lower death rates and slightly higher birth rates than nationally
- have a strong track record in supporting private sector job creation. In the almost 4 years since we met our 10 year 55,000 new jobs target through supporting the creation of over 63,000 new private sector jobs in the local economy. This has contributed to our high and growing employment rate, which continues to improve, exceeding the national rate.
- are an outward looking area – at the heart of the UK but with a strong export performance. D2N2 exports of goods were valued at £11.7 billion in 2015. Forty one percent of goods exports were to EU countries.
- are building homes, but less quickly than the national rate. Since 2011 the dwelling stock in D2N2 increased 2.6% compared to 3.3% nationally. However housing is more affordable in D2N2 than the England average although the ratio of median house price to annual salary continues to rise.
• Have significant, persistent and related productivity and disposable household income gaps between the D2N2 and national averages.
• Have a working age skills profile that remains lower than the national average and are not making the same rate of progress reducing the number of individuals claiming long-term illness or disability benefits than is being made nationally.

Looking at the overall economic metrics for D2N2 however only tells part of the story. We are a diverse area and our metrics vary significantly between places, which illustrates not only the diversity but also the inter-connectedness between places within the D2N2 functional economic area in terms of travel to work, housing markets and key transport routes.

In 2017/18, D2N2 performed strongly in achieving its KPIs and will set out its impact in detail in our Annual Report.

**Strategic Context**

In the year ahead, D2N2 LEP will focus on the effective delivery of the approximately £500m of public funding programmes that it manages, maximise their benefit to the local economy. We will also refresh our Strategic Economic Plan and strengthen our governance and executive team to ensure that we are well placed to help the local economy meet the challenges and opportunities ahead, including BREXIT, high speed rail and the opportunities flowing from the Government’s Industrial Strategy.

**A Strong and Effective Partnership**

D2N2 covers a wide geography with over 77,000 businesses, 19 local authorities and numerous further and higher education institutions. We have a large and growing economy, roughly the same size as that of Birmingham and Solihull LEP. However D2N2 Core Funding from Government remains equivalent to that of LEPs covering smaller geographies and economies. Therefore the operation and engagement of the partnership needs to be highly efficient and success will be delivered not just through spending the resources of the LEP but by working effectively with partners with resources and influence to achieve shared goals. Strong business leadership and effective partnership working will be a key determinant of D2N2’s success. This plan details the LEP’s activities that it will deliver in 2018/19 as a strong, business led partnership.

D2N2 LEP convenes various groups including the LEP Officer Group (LEPOG), D2N2 Skills Commission, Infrastructure Investment Board, Growth Hub Project Board and Enterprise Zone Steering Group together with issue specific task groups.

In the year ahead, D2N2 will continue to;

• actively engage with businesses through its business board members, regular engagement with business representative organisations, research and meetings with individual firms to ensure that our activities remain business-led and business like.

• work in partnership with Local Authorities including through engaging with collective meetings of Chief Executive Officers and Economic Development Officers alongside meetings with individual authorities and informing and accounting to Councils through the D2 and N2 joint committees.

• engage with our Members of Parliament, currently 11 Conservative and 11 Labour, through fortnightly updates and a rolling programme of engagement to support them to advocate for the area as a whole on issues such as Midland Mainline.
• engage various partners across the East Midlands through the HS2 Strategy Group to promote the delivery of the HS2 Growth Strategy and particularly shared ambitions for station sites at Toton and Chesterfield and maintenance facility at Staveley.

• collaborate with other LEPs within the East Midlands, wider Midlands and across other borders to pursue collective approaches where they can most effectively deliver our strategic objectives. Having led on the East Midlands work towards the development of the Midlands Engine Investment Fund, D2N2 will continue to be an active part of the Midlands Engine initiative and support and engage directly with Midlands Connect to bring forward enhanced transport connectivity across the Midlands.

• work with Sheffield City Region LEP to align work where necessary including, Growth Hub delivery; joint working on some transport matters e.g. Trans Pennine, Midland Mainline and joint funding some capital project delivery.

**Strengthening Governance**

D2N2 LEP has worked with partners to strengthen governance and increase transparency over recent months. This has included updating our Local Assurance Framework and adopting and implementing the best practice procedures arising from the ‘Ney’ Review, including on declarations of interest and whistle-blowing and publishing Board papers and minutes (unless commercially confidential) on the LEP website once approved.

In 2018/19, D2N2 will implement an iterative Governance and Transparency Action Plan to ensure that D2N2 LEP remains a well-managed LEP that can secure further resources to support the local economy. We will also remain agile to implementing any recommendations arising from the current Ministerial Review of Local Enterprise Partnerships.

**Delivering our Strategy**

To promote the delivery of the refreshed D2N2 Strategic Economic Plan, the D2N2 LEP will work with partners to promote activity and secure investment.

We have segmented our activity into the key themes of;

1. Strategic Leadership and Influence
2. Business Growth
3. Infrastructure Investment
4. Skills and People
5. Governance / High Performing Organisation

**Cross-cutting themes: Inclusive Growth & Sustainability:**

In delivering our strategy, D2N2 will work with partners to develop an approach to considering how the actions that we take promote inclusive growth and environmental sustainability.
1. **Strategic Leadership and Influence**

*Develop effective strategies, use influence and collaborate with partners to secure investment that meets our strategic ambitions.*

<table>
<thead>
<tr>
<th>Ref</th>
<th>What</th>
<th>How</th>
<th>Why</th>
<th>Governance</th>
<th>Officer</th>
<th>When</th>
<th>Resource</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Publish a revised SEP, including a refreshed descriptive strategic vision</td>
<td>Gather and analyse evidence. Identify evidence based priorities. Consult. Finalise.</td>
<td>To ensure that the LEP’s activities effectively meet current and future economic challenges and opportunities</td>
<td>SEP Member Task Group, Board, LEPOG</td>
<td>CEO</td>
<td>Final by 18th May</td>
<td>Core Funding</td>
</tr>
<tr>
<td>A</td>
<td>Maximise the opportunities of the national Industrial Strategy and Sector Deals for the D2N2 economy.</td>
<td>Work with HMG, business and local anchor institutions to identify funding and investment opportunities. Ensure that the LEP has the evidence and priority actions to support the early publication of a D2N2 Local Industrial Strategy Prepare a framework of priorities and ‘asks’ to inform the development of a Local Industrial Strategy.</td>
<td>To secure the investments and other ‘asks’ to promote the effective delivery of the D2N2 SEP.</td>
<td>Board</td>
<td>CEO, LW, VE</td>
<td>Ongoing</td>
<td>Additional resource for temporary capacity from GPF revenue</td>
</tr>
<tr>
<td>B</td>
<td>Develop strategies and Action Plans with partners to implement the SEP</td>
<td>Work with partners to develop and publish; D2N2 Infrastructure strategy D2N2 Energy Strategy</td>
<td>To ensure a co-ordinated approach to prioritising and delivering key infrastructure To promote?</td>
<td>LAs IIB Energy Steering Group Skills commission SIEAG</td>
<td>SR LW KW RQ</td>
<td>TBC Sept 2018 Mar 2019 Dec 2018</td>
<td>N/A £40,000 – Funded by BEIS Core Funding</td>
</tr>
<tr>
<td>Action Plan</td>
<td>Details</td>
<td>Responsible Parties</td>
<td>Timeframe</td>
<td>Funding Type</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------</td>
<td>---------</td>
<td>---------------------</td>
<td>-----------</td>
<td>--------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>Gather and disseminate strategic information on the D2N2 economy</td>
<td>State of the Economy report, Skills mis-match report, Skills ‘matching’ portal</td>
<td>To support effective investment and decision-making and be recognised as an authoritative voice on the condition of the D2N2 economy.</td>
<td>Board Skills Commission, Skills Commission</td>
<td>Vlad KW / LW</td>
<td>July 2018, Sept 2018</td>
<td>Core Funding, In kind, Current Budget</td>
</tr>
<tr>
<td>D</td>
<td>Collaborate with partners in the East and West Midlands to pursue shared priorities.</td>
<td>Work with partners in the East Midlands to pursue issues of joint interest, including securing maximum benefit from the implementation of HS2. Work with partners to lobby for the East Midlands traditional under investment in ED and Inf to be addressed. Support Midlands Engine. We will challenge and support the delivery of the Midlands Engine Investment Fund through effective participation in the Strategic Oversight Board and Regional Advisory Board and joint promotion with the Growth Hub</td>
<td>To achieve economies of scale in effectively delivering the D2N2 SEP through collaborative actions.</td>
<td>HS2 Strategic Board, EMC / EMC, Midlands Engine Board &amp; Ops Grp, RAB / SOB</td>
<td>CEO – SR, Chair &amp; LW, Midlands Connect</td>
<td>Autumn 2018, Ongoing</td>
<td>Core Funding, Core Funding for £20k subscription</td>
</tr>
<tr>
<td>E</td>
<td>We will work in partnership with LEPs across England to promote more local influence over economic regeneration</td>
<td>Support and engage in the LEP Network.</td>
<td>LEP Network</td>
<td>SMT</td>
<td>Ongoing</td>
<td>Core Funding towards £5,000 subscription</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Support and engage in Midlands Connect to achieve improved connectivity in the short-term, including pushing for Midland Mainline electrification</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ensure D2N2 is an attractive area for Inward Investment (FDI) through MIPIM and</td>
<td>ME &amp; Inward Invest teams</td>
<td>LW &amp; LW</td>
<td>March 2018</td>
<td>LW</td>
<td>Core Funding</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lead/engage on DIT Challenge Fund sector activity</td>
<td></td>
<td></td>
<td>March 2019</td>
<td></td>
<td>Potential core Funding towards MIPIM Costs DIT</td>
<td></td>
</tr>
</tbody>
</table>
## 2. Business Growth

*Drive productivity, innovation and growth in our SME base*

<table>
<thead>
<tr>
<th>Ref</th>
<th>What</th>
<th>How</th>
<th>Why</th>
<th>Governance</th>
<th>Officer</th>
<th>When</th>
<th>Resource</th>
</tr>
</thead>
<tbody>
<tr>
<td>F</td>
<td>Understand and engage with businesses to inform &amp; influence LEP decision making and build connections within the local economy</td>
<td>Robust engagement plan in place for a co-ordinated programme of engagement with major companies and regular engagement with business representative organisations Collaborative research and dissemination programme</td>
<td>To ensure LEP and Growth Hub services reflect the needs of businesses and support productivity improvements</td>
<td>Board &amp; Growth Hub Board</td>
<td>LW</td>
<td>Quarterly engagement with identified businesses</td>
<td>Core Budget, Growth Hub Budget</td>
</tr>
<tr>
<td>G</td>
<td>Maximise the opportunities of the Industrial Strategy and Sector Deals for the D2N2 economy &amp; leverage the collective research base</td>
<td>Work with HMG, business and local anchor institutions to identify funding and investment opportunities. Prepare a framework of priorities and ‘asks’ to inform the development of a Local Industrial Strategy.</td>
<td>To develop a deeper understanding of our business base and maximise investment and support opportunities for D2N2 businesses</td>
<td>Board</td>
<td>LW</td>
<td>Spring 2019</td>
<td>Core Budget, additional GPF revenue funding</td>
</tr>
<tr>
<td>10</td>
<td>We will manage a Growth Hub that delivers effective access to advice, support &amp; Access to finance for businesses across D2N2</td>
<td>Roll out of “Up Scaler” Scale Up Service (ERDF led by NTU) Review of future direction in line with LIS and link to skills advice &amp; support Assist 2000 businesses through Growth Hub. Support businesses to benefit from the delivery of HS2</td>
<td>To develop more successful businesses and address our productivity deficit</td>
<td>Growth Hub Project Board</td>
<td>LW</td>
<td>Jan 2021, Spring 2019</td>
<td>ERDF &amp; Growth Hub budgets</td>
</tr>
<tr>
<td>B1.</td>
<td>Support businesses to manage the impact of and respond to other opportunities of BREXIT</td>
<td>Events /Information/Consultation Research work DIT / Export programme</td>
<td>Minimise the business risks associated with Brexit and maintain a strong business base</td>
<td>Growth Hub &amp; EMC</td>
<td>LW</td>
<td>Ongoing</td>
<td>Core Budget, Growth Hub budgets</td>
</tr>
</tbody>
</table>

| 8 | We will invest £14m of ERDF into programmes that drive innovation and productivity in SMEs | TA funded bid support Invest ERDF PA1 Invest ERDF PA3 Appraise funding applications | To develop more successful businesses and address our productivity deficit | ESIF Committee | CEO – ESIF Co-ordinator | Winter 2018 | Core budget |
3. **Infrastructure Investment**

*Support investment in key infrastructure to enable a productive and flourishing economy*

<table>
<thead>
<tr>
<th>Ref</th>
<th>What</th>
<th>How</th>
<th>Why</th>
<th>Governance</th>
<th>Officer</th>
<th>When</th>
<th>Resource</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Ensure the successful delivery of the Local Growth Fund, as a key mechanism for delivering investment in infrastructure to deliver jobs and housing.</td>
<td>Tight performance management controls of the programme including ensuring existing projects deliver to time&lt;br&gt;Tighten approval process for slippage.&lt;br&gt;Undertake a RAG rating of the programme to inform performance management&lt;br&gt;Working closely with partners to progress the development of projects to accelerate the timeline for implementation</td>
<td>To ensure the programme delivers to spend and output targets and avoid any slippage in the programme&lt;br&gt;To accelerate delivery of the programme and ensure strong delivery performance</td>
<td>IIB supported by DCC</td>
<td>SR</td>
<td>Ongoing</td>
<td>Core Funding / LGF recharge</td>
</tr>
<tr>
<td>H</td>
<td>Work with partners to review effective future LEP financing mechanisms to support economic growth</td>
<td>Review use of business rate up-lift and Growing Places Fund.&lt;br&gt;Consider options for single investment pot&lt;br&gt;Respond to consultation on SPF.</td>
<td>To ensure effective utilisation of LEP resources to support the economic growth objectives for the area</td>
<td>Board / EZ Group / LEPOG&lt;br&gt;Board / EZ Group&lt;br&gt;Board</td>
<td>SR&lt;br&gt;SR&lt;br&gt;MW</td>
<td>Summer 2018&lt;br&gt;Autumn 2018&lt;br&gt;When issued</td>
<td>Core Funding / LGF recharge</td>
</tr>
<tr>
<td>7</td>
<td>We will support Midlands Connect to achieve improved connectivity in the short-term,</td>
<td>Consider Midlands Connect priorities in D2N2 Infrastructure Strategy and SEP</td>
<td>To maximise external investment in strategic infrastructure for the D2N2 area</td>
<td>Midlands Connect</td>
<td>CEO – SR&lt;br&gt;SR</td>
<td>Autumn 2018</td>
<td>Core Funding</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>including pushing for Midland Mainline electrification</td>
<td>Strengthen engagement with Highways England to ensure strategic routes are incorporated in future RIS pipeline.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| I | Support the investment in the infrastructure necessary for a growing economy | Work with partners to publish pan LEP infrastructure strategy to inform future Pipeline development  
Link the LEP Energy Strategy with the Infrastructure Strategy & contribute to the Midlands wide Energy Local Capacity Programme  
Support Full Fibre bid | Work with partners to lobby for the East Midlands traditional under investment in economic development and infrastructure to be addressed  
To ensure a co-ordinated approach to prioritising and delivering key infrastructure  
To ensure that the D2N2 area has the best possible digital connectivity  
To attract additional resources to support key economic growth priorities | IIB / Board  
Board  
Board / East Midlands Councils | IIB / Board  
Board  
Board / East Midlands Councils | SR  
LJW  
MW | TBC  
Core Funding / LGF recharge  
BEIS £40,000 (D2N2) & BEIS £1.12m (Midlands)  
Core Funding  
Core Funding |   |
| J | Support the successful implementation of the EZ sites | Work with owners and developer to agree action plans  
To support the delivery of the wider economic growth vision for the area by supporting new jobs and businesses on the EZ sites | To support the delivery of the housing targets for the D2N2 area | EZ Group | SR | Ongoing | Core Funding |
| 6 | We will actively support the HS2 Strategic Group to establish viable delivery structures to bring forward development at Toton, Chesterfield and Staveley in line with the HS2 Growth Strategy | Work with partners to establish route-map proposal for determining appropriate delivery structures.  
Deploy LGF investments to assist in land assembly | To ensure that we are HS2 ready and maximise its benefits for the local area. | HS2 Strategic Board  
IIB | HS2 Strategic Board  
IIB | CEO  
SR | Spring 2019  
Ongoing | Potential requirement for additional resource - depending on approach agreed with partners |   |
<p>| B3 | Enable the delivery of key local housing targets through targeted infrastructure | Through LGF investment and working with HCA to support future HIF funding to unlock housing | To support the delivery of the housing targets for the D2N2 area | SR | Ongoing | Core Funding |   |   |   |   |</p>
<table>
<thead>
<tr>
<th>Investment and support for pilot schemes to accelerate delivery</th>
<th>Explore potential for planned approach to LA disposals to stimulate MMC sector development</th>
<th>contained within the existing and emerging local plans.</th>
<th>SR</th>
<th>Requirement for additional staff capacity. Potential approach HCA for capacity funding / Partners for secondments / additional funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>B2</td>
<td>Support environmentally sustainable approaches to waste management and energy issues</td>
<td>Develop an Energy Strategy that considers energy from waste approaches, particularly to plastic waste.</td>
<td>To ensure that the local area develops sustainable solutions for managing waste</td>
<td>Board / Energy Task Group</td>
</tr>
</tbody>
</table>
4. **Skills and People**

*Promote investment in skills and employment to ensure that businesses have access to the skills to flourish and people can attain economically valuable skills and pursue rewarding careers.*

<table>
<thead>
<tr>
<th>Ref</th>
<th>What</th>
<th>How</th>
<th>Why</th>
<th>Governance</th>
<th>Officer</th>
<th>When</th>
<th>Resource</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>We will actively promote apprenticeships.</td>
<td>Work in partnership with ‘Learning and Work’ to promote apprenticeships to employers via the D2N2 Growth Hub and other routes.</td>
<td>To enable, business and young people to make informed choices and get most economic benefit from apprenticeships</td>
<td>Skills Commission</td>
<td>KW</td>
<td>Ongoing</td>
<td>Core Funding, ERDF, ESF</td>
</tr>
<tr>
<td></td>
<td>We will expand our programme linking businesses to schools.</td>
<td>Ensure the Enterprise Advisor network is appropriately supported and managed.</td>
<td>To promote young people making informed choices about preparing for their future career</td>
<td>Skills Commission</td>
<td>KW / LJ</td>
<td>Ongoing</td>
<td>Core Funding, CEC Funding</td>
</tr>
<tr>
<td></td>
<td>We will endorse a robust Institute of Technology bid.</td>
<td>Work with partners to develop a Careers Hub approach</td>
<td>To equip business and people with the digital skills necessary for the future economy</td>
<td>Skills Commission</td>
<td>KW</td>
<td>Autumn 2018</td>
<td>Core Funding</td>
</tr>
<tr>
<td></td>
<td>We will invest substantial ESF funding</td>
<td>Support IoT bid development</td>
<td>To support enhanced skills and employment opportunities</td>
<td>Skills Commission</td>
<td>KW</td>
<td>Autumn 2018 / Spring 2019</td>
<td>Core Funding</td>
</tr>
<tr>
<td>5</td>
<td>We will appoint a senior leader, to work with our partners in education and industry to review our approach to skills and employment support</td>
<td>Review collective approach to skills and employment and recommend areas of joint working and LEP focus</td>
<td>To ensure that the LEP’s work with partners is efficient and effective in delivering the SEP</td>
<td>Skills Commission</td>
<td>CEO Supported by KW</td>
<td>Spring 2018</td>
<td>Potential additional capacity requirement to support.</td>
</tr>
<tr>
<td>K</td>
<td>Arising from the external review, SEP refresh and national industrial strategy we will develop a Skills and Employment Action Plan</td>
<td>Develop a Skills and Employment Action Plan setting out 3 year plan of actions with partners</td>
<td>To provide a clear statement of actions on Skills and Employment to deliver the SEP</td>
<td>Skills commission</td>
<td>CEO Supported by KW – Potential additional capacity</td>
<td>End 2018</td>
<td>Potential need for additional capacity – post interim period</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>L</td>
<td>Support communities and places to drive and benefit from economic growth</td>
<td>Support effective implementation of BBO programme by advising and steering stakeholder engagement programme</td>
<td>Develop and implement economic inclusion action plan across all themes</td>
<td>To promote inclusive growth and social mobility</td>
<td>SIEAG</td>
<td>SIEAG</td>
<td>RQ</td>
</tr>
</tbody>
</table>

Invest ESF PA 1.4
Engage with the Opportunity Area in Derby and look to translate learning into wider approach

Core Funding, CEC Funding / TA Funding
5. **Governance / High Performing Organisation**

*Ensure that the LEP is an effective and high performing organisation, working with partners to implement its Strategic Economic Plan, and a secure place for Government investment in the local economy.*

<table>
<thead>
<tr>
<th>Ref</th>
<th>What</th>
<th>How</th>
<th>Why</th>
<th>Governance</th>
<th>Officer</th>
<th>When</th>
<th>Resource</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>We will review and enhance our governance</td>
<td>Detailed implementation of Governance Action Plan; inc • Review AB • Refresh Board Governance and support members</td>
<td>To ensure we are well placed to secure and manage further funding resources for the area</td>
<td>IIB / Board</td>
<td>SR</td>
<td>Summer 2018</td>
<td>Core Funding</td>
</tr>
<tr>
<td>3</td>
<td>Review our Budget and Resources to confirm the capacity available to employ new resources to key areas of the Plan and the LEP Chief Executive Group will meet monthly to review the resources that we must bring in to achieve our objectives and support the LEP Executive</td>
<td>Resource plan around key objectives</td>
<td>To ensure the LEP manages its resources effectively to deliver its plans</td>
<td>CEO supported by CEOs group</td>
<td>CEO</td>
<td>Ongoing</td>
<td>Core Fund</td>
</tr>
<tr>
<td>M</td>
<td>Manage the effective implementation of D2N2’s key funding programmes / responsibilities; ESIF Funding, EZ, Growth Hub, CEC, LGF, GPF</td>
<td>Ensure the relevant LEP sub groups / Boards receive timely and accurate information to support their function</td>
<td>To support informed decision making</td>
<td>IIB ESIF Committee LEPOG EZSG Rural Reference Group Growth Hub Project Board Skills Commission</td>
<td>SR RK LW SR LW LW KW</td>
<td>Ongoing</td>
<td>Core Funding</td>
</tr>
<tr>
<td>N</td>
<td>To engage with key partners, including government, businesses, MPs etc</td>
<td>Develop and implement a D2N2 Marketing, Communication and Engagement Plan</td>
<td>To ensure that key partners, can inform and be aware of D2N2’s priorities and actions</td>
<td>Board</td>
<td>SR, LW</td>
<td>Q1 18/19</td>
<td>Core Funding</td>
</tr>
</tbody>
</table>
The D2N2 LEP Executive Team

The structure of the D2N2 executive team continues to evolve to meet the challenges and opportunities that we face. Currently D2N2 has an interim Chief Executive and interim Deputy Chief Executive from within the existing Executive Team, who, with the Senior Manager Sector Development, form the LEP’s Senior Management Team and are leading the organisation through a period of consolidation and refresh. It is anticipated that the executive leadership of the LEP will be clarified in Q2 / Q3 2018/19.

Pending the outcome of the independent review of partnership working on skills and employment and the planned Careers Hub application, it is likely that D2N2 LEP will look strengthen its executive capacity in employment and skills, and, with partners, will examine how this can be effectively achieved.

Our Executive Team structure is set out below;
## Budget

### INCOME

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>BEIS</td>
<td>£250,000</td>
</tr>
<tr>
<td>CLG</td>
<td>£250,000</td>
</tr>
<tr>
<td>Councils</td>
<td>£250,000</td>
</tr>
<tr>
<td>GPF Revenue</td>
<td>£30,000</td>
</tr>
<tr>
<td>LGF Recharge</td>
<td>£200,000</td>
</tr>
<tr>
<td>BEIS Growth Hub</td>
<td>£430,500</td>
</tr>
<tr>
<td>Technical Assistance (TA)</td>
<td>£50,000</td>
</tr>
</tbody>
</table>

**TOTAL INCOME**

£1,460,500

### EXPENDITURE

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic Leadership, Board &amp; Administration</td>
<td>£130,000</td>
</tr>
<tr>
<td>Business Engagement</td>
<td>£35,000</td>
</tr>
</tbody>
</table>

**£165,000.00**

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth Deal / LGF</td>
<td>£110,000</td>
</tr>
<tr>
<td>Growing Places Fund</td>
<td>£25,000</td>
</tr>
<tr>
<td>ESIF</td>
<td>£140,000</td>
</tr>
<tr>
<td>Enterprise Zone</td>
<td>£50,000</td>
</tr>
<tr>
<td>Growth Hub</td>
<td>£430,500</td>
</tr>
<tr>
<td>Employment, Skills and Inclusion</td>
<td>£95,000</td>
</tr>
</tbody>
</table>

**Project Costs**

£850,500.00

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy &amp; intelligence</td>
<td>£95,000</td>
</tr>
<tr>
<td>Marketing, Communications &amp; Events</td>
<td>£75,000</td>
</tr>
<tr>
<td>Technical Support</td>
<td>£60,000</td>
</tr>
<tr>
<td>Accountable Body</td>
<td>£80,000</td>
</tr>
<tr>
<td>Office Costs</td>
<td>£135,000</td>
</tr>
</tbody>
</table>

**Other Costs**

£445,000.00

**TOTAL EXPENDITURE**

£1,460,500

### BALANCE
1. INTRODUCTION

This report provides an update on Markham Vale and the Enterprise Zone.

2. RECOMMENDATION

2.1 To note the strong progress being made on infrastructure and development activities, securing new occupiers and other updates regarding the Enterprise Zone in general.

3. PROJECT PROGRESS

3.1 East of the M1

3.1.1 Negotiations with a prospective purchaser of 1.6 acres on Plot 5 has been concluded subject to the purchaser securing planning approval for a speculative development.

3.2 West of the M1

3.2.1 Derbyshire County Council and Henry Boot Developments Ltd are close to completing a deal with a local company for a 43,000 sq. ft. unit which includes a laboratory, offices and manufacturing facilities. NOTE: At the time of writing this report, the legal Agreement is anticipated to be legally complete within three days. Construction is anticipated to start at the beginning of May.

3.2.2 Discussions are underway to bring forward a 2.2 acre development plot adjacent to the motorway junction.

3.3 Markham Vale North (Seymour)

3.3.1 Recruitment of new staff continues at the two companies who are now operational - Ferdinand Bilstein group, a German car components company and Gist Ltd – a chilled food distribution company.

3.3.2 Fit-out works have now commenced on Great Bear’s second building, which at almost 480,000 sq. ft. brings their logistics space at Markham Vale to nearly 1M sq. ft. creating 800 jobs when both facilities are fully operational.

3.3.3 Derbyshire based Bowmer and Kirkland are on target to complete the construction of a 69,125 sq. ft. state-of-the-art building in August 2018. A further twelve month fit-out period is required before the facility becomes operational. This development is expected to create
up to 35 jobs in the first phase and increase significantly when the second phase building is constructed.

4. MARKETING AND WIDER SITE

4.1 Marketing of the development opportunities continues, using a variety of forums and techniques. A mobile advertising board has been at key regional locations during February and March targeting SME’s – the agents have received a number of encouraging enquiries from this marketing campaign. Markham Vale will be promoted at MIPIM by HBDL and DCC. The regular issue of press releases and promotion by Social Media and attendance at property events continues to maintain a high profile Markham Vale brand; sponsorship of the forthcoming Celebrate Chesterfield event is an example of this approach.

4.2 Seven Walking Together figures were unveiled by the Duke of Devonshire in January as part of the Markham Mining memorial; over 50 people attended the ceremony which also included a performance by almost 100 pupils from the nearby Duckmanton Infant and Primary School.

4.3 Two consultants have been appointed to help deliver the HLF funded Story Mine project. Lynn Ludditt is engaging with the local residents to record and research about life in the former mining communities whilst Harper Creative are developing a project website and designs for other published material.

4.4 The annual jobs survey commenced in March; with the support of companies based at Markham Vale, the updated support total of number of people working at the business park will be published in April.

4.5 The Markham Vale ‘Grow You Workforce’ service continues to assist businesses in promoting their vacancies along with other recruitment and training initiatives including attendance at local Jobs Fairs - the next event will be held at Wallis Barracks, Chesterfield in April.
D2N2 LOCAL ENTERPRISE PARTNERSHIP BOARD REPORT

DATE: 19 March 2018
REPORT LEAD: Andrew Pritchard
AGENDA ITEM: Item 2.4

TITLE: East Midlands Councils HS2 Update Report

1. Introduction

1.1 This paper gives an overview of the work currently underway to assess and recommend options for delivery vehicles to implement the HS2 Growth Strategy.

1.2 A substantive report will be made to the HS2 Strategic Board on the 26th March 2018.

1.3 A verbal update will be made at D2N2 Board meeting.

2. The Economic Opportunity

2.1 The Hub Station and multi-modal transport interchange at Toton will be the most connected HS2 station outside London, with 7 HS2 services in each direction per hour, and the potential for an additional 2 HS2 classic compatible services linking Leicester with Northern Powerhouse Rail.

2.2 This will give the Hub Station unrivalled UK connectivity; Birmingham Curzon Street (19 minutes); Birmingham Interchange (16); Leeds (28), York (39) and London Euston (51).

2.3 The Growth Strategy is forecast to generate an additional 74,000 jobs across the East Midlands by 2043. Much of this will be within existing concentrations of employment including in Derby, Nottingham and the area around East Midlands Airport – which will require excellent regional and local connectivity to the Hub Station to be realised.

2.4 However, the site adjacent to the Hub Station has the potential to become a new district developed to attract businesses and residents who will gain maximum benefit from the world class connectivity provided. Local Universities are collaborating with regional partners to develop an ‘Innovation Campus’ which will be driven by 180,000m² of commercial area that can generate over 11,000 jobs.

2.5 This will not be another ‘business park’. There is also potential for up to 3,700 quality homes by 2043 (500 by 2028) to ensure a truly mixed use district with strong environmental credentials and community facilities, a unique ‘state of the art’ proposition for investors seeking major developments close to an HS2 station.
2.6 The total value of the development can be measured in various ways, but for the Innovation Campus alone the potential value uplift is estimated at £1.2bn, of which £250m is land value and £650m business rates.

2.7 In Chesterfield, the proposal for HS2 classic compatible trains to serve the town and the potential of the Infrastructure Maintenance Depot at Staveley to kick start the re-development of the Staveley Corridor could generate an addition 4,740 new homes and 340,000 m² of office, commercial and retail floorspace.

3. **Delivery Vehicle – Core Assumptions**


3.2 Delivery vehicles for Toton, Chesterfield and Staveley will need to reflect local circumstances, and therefore a combination of approaches is likely to be required.

3.3 Any delivery vehicle will need to be locally-led by local/regional stakeholders. HS2 Ltd will only acquire land for the railway and station area at Toton and does not have the ability or resources to permanently acquire land for regeneration purposes.

3.4 With agreement of a ‘route-map’, a direction of travel will be set that will establish greater clarity on proposals. While complete certainty on the scope and structure of a delivery vehicle cannot be provided at this time, and any working model for delivery vehicles will likely be subject to change, the region can be clear on its working propositions, objectives and ambition.

4. **Scope and Structure of Delivery Vehicles**

4.1 The following issues are being considered in the determination of scope and structure of delivery vehicle options:

- Land ownership (private and public).
- Legal, including planning powers, and who has the ability to use them.
- Ability to raise capital.
- State aid structuring.
- Ability to assemble large sites.
- Political Leadership and organisational capacity.

4.2 The following broad options are being considered and evaluated – although there will be a number of sub-options and variations - and working proposition will be established.

- Development Corporation
- Wholly Owned Company
- Joint Venture Company
5. **Establishing a Route Map**

5.1 Regardless of the eventual form of a delivery vehicle for Toton, there are common set of key issues that will need to be resolved in order for any progress may be made.

- Land ownership/control
- De-risking Infrastructure - including shaping the Phase 2b Hybrid Bill
- Refining master-planning
- Re-booting the Hub Station Delivery Board
- Capacity & Resources

5.2 Key to success will be to use additional resources from both regional partners and central Government to progress on these issues in the period up to Royal Assent of the Phase 2b Hybrid Bill.

6. **Recommendation**

6.1 The D2N2 Board is asked to note the contents of this report.

**Key contact**

Andrew Pritchard
1. **INTRODUCTION**

1.1 This report updates members on the work of the D2N2 Skills and Employability Commission, the Chairing of the Commission and the way forward on key areas of skills and employability work.

2. **RECOMMENDATION**

2.1 Members are asked to NOTE the report

3. **CHAIRING OF SKILLS COMMISSION**

3.1 As members will be aware, Board member Melanie Ulyatt has stepped down from her role as Chair of the Skills Commission to take the role as Chair of the D2N2 Growth Hub Project Board. At the meeting of the Commission on 7th March, Skills Commission board member and business representative Ian Greenaway agreed to temporarily Chair the Commission until a longer term appointment is made.

4. **KEY WORK AREAS**

4.1 The draft D2N2 Operational Plan for 2018/19 proposes 4 key actions and a review of the LEP’s partnership approach to skills and employability, which will inform the future role and composition of the Skills and Employability Commission. An update on progress on the four proposed key work areas is detailed below.

**Promoting Apprenticeships**

4.2 Currently, the take-up of apprenticeships nationally has been impacted by the introduction of the Apprenticeship Levy. In 2018 D2N2 will develop a plan, working with stakeholders, to implement a range of activities to increase apprenticeship awareness and engagement, to include a range of marketing, events and face to face meetings.

4.3 D2N2 has secured additional funding from the ESFA to support further engagement with businesses, including increasing the number of Employer Apprenticeship Ambassadors and Young Apprenticeship Ambassadors for the D2N2 area. The key outcomes will be to:
a) Increase the number of Employer Apprenticeship Ambassadors and Young Apprenticeship ambassadors with a focus on employers from the LEP key priority GVA and employment sectors.

b) Increase the number of Levy paying employers who have signed up for the ESFA digital account and, to provide support to Levy paying employers through employer Apprenticeship Ambassador face to face meetings with the aim of increasing take-up of apprenticeship numbers.

**Linking Businesses to Schools**

4.4 Through the D2N2 Enterprise Adviser Network the D2N2 LEP is supporting the Careers & Enterprise Company as their strategic partner, to connect schools, specialist schools and colleges, employers and education providers to create high-impact careers opportunities for young people across Derby, Derbyshire, Nottingham and Nottinghamshire.

4.5 The Network consists of 7 Enterprise Coordinators who operate across the area providing support to a team of 76 business leaders who volunteer their time as an ‘Enterprise Adviser’ to work with a local school or college providing support to the senior leadership team around careers, enterprise and employability. The Network is currently supporting 93 schools and colleges, with 62 being matched to an Enterprise Adviser. More details are provided at Appendix A.

4.6 Building on the work of the Enterprise Adviser Network across D2N2, in light of the National Careers Strategy there is the opportunity to bid competitively for 1 of 20 Careers Hubs and a share of £5m to support 20-40 schools to offer high impact careers and enterprise support for young people. The aim of the Careers Hub is to provide support and resource for the schools to work towards meeting the eight Gatsby Benchmarks (http://www.gatsby.org.uk/education/focus-areas/good-career-guidance).

4.7 The bidding process for the pilot Careers Hub is released in early March with expressions of interest required by 29 March. The full bid submission is 4 May 2018, with an announcement of successful bidders being 25 May 2018. The launch of all 20 Careers Hubs is expected to be 1 September 2018.

4.8 D2N2 are in a strong place to submit a bid, with a successful existing Enterprise Adviser Network, the development of the D2N2 Employability Framework, the investment of ESF funds into linking business with schools through the CAREERS Local programme and the relationships developed as part of the implementation of the Opportunity Area in Derby. LEP officers are working with partners to develop a hub bid proposal that adds value to the existing activity to propose targeted more intense activity in a Hub.

4.9 A condition of the bidding process for a Careers Hub is evidence of a sustained local EAN and where the offer can be extended to every school, specialist school and college before 2020. The D2N2 LEP is looking to strategic stakeholders to assist and inform as to how future funding should be sourced of which there are three potential options:

   i. Existing partners and all local authorities
   ii. Employers (through existing LEP relationships)
   iii. Open expression of interest to include providers and stakeholders
Institute of Technology

The board has previously been updated about joint work to develop a potential bid under the Department for Education’s ‘Institute of Technology’ (IoT) scheme. In January detailed IoT requirements were released by the DfE and considered by College Principals. They considered the intricacies emerging from the DfE around the IoT policy, particularly in relation to legalities and assets, the requirement for a separate legal entity as a consortium and restrictions placed around the concept. After extensive consideration the Principals decided that FE curriculum and programme development with employers and HE, for higher levels, can be better achieved, at this stage, without the requirement of an ‘IoT’ badge. The group determined to continue collaboration focused on STEM for level 4 and 5 but are not taking an IoT bid forward in this round. However, should DfE change their requirements, it would enable the Principals preferred model to gain IoT status at some point in the future.

There will be a meeting later this month for College / HE partners to review employer insights and agree direction for collaboration around ongoing STEM curriculum development. D2N2 would wish to support further collaborative working to consider how the aim of the IoT concept could be achieved outside of the current bidding process.

ESF Funding

The fourth area of focus in the Operational Plan is to support the successful investment of D2N2’s allocation of ESF, which is managed on behalf of the LEP by the D2N2 ESIF Committee and the detail of progress in delivery is reported to that Committee.

To go beyond ‘commissioning’ and support the successful delivery of funded programmes, D2N2 has established an ESF Provider Delivery Group with the purpose of promoting the effective implementation of ESF funded provision in the D2N2 area through cooperation, networking and the exchange of best practice between providers and local partners. The Group supports ESF providers to meet their contracted outputs and add value to delivery by promoting strategic alignment to current and emerging D2N2 skills, employment and inclusion priorities.

To support the D2N2 ESF Provider Delivery Group the LEP have developed a dashboard to show delivery performance which can be accessed at https://goo.gl/PpmF3K. The data is non-validated and is provided to D2N2 LEP by the programme deliverers. The data is updated quarterly.

Review of Partnership Approach to Employment and Skills Support

The role of LEPs in employment and skills continues to evolve. LEPs are being given an expanded role in linking businesses to schools by the Careers and Enterprise Company and the Government’s Industrial Strategy describes a greater role for ‘place’ in skills policy, particularly through the implementation of ‘Skills Advisory Panels’ in LEP areas.

To learn from experience to date and to ensure that the LEP is working effectively with partners to deliver the skills and employment priorities of the Strategic Economic Plan, the
draft Operational Plan includes provision for a review led by an independent senior leader, to work with partners in education and industry to review our approach to skills and employment support and recommend actively how to improve our performance. Terms of Reference are being developed and the review will consult with partners in developing its findings. The review will take place in the Spring.

5. **OTHER SKILLS AND EMPLOYABILITY UPDATES**

5.1 Other relevant issues include;

**Skills Advisory Panels**

5.2 The Skills Advisory Panels (SAPs) announced in the Industrial Strategy are being piloted in seven areas: Greater Manchester MCA, West Midlands MCA, Cornwall and the Isles of Scilly, Greater Lincolnshire, Lancashire, Leeds, and Thames Valley Berkshire. Phase 1 is expected to last 6-8 months, followed by a rollout nationwide.

5.3 The Government does not intend SAPs to be simply a meeting but to develop a common framework for closer alignment between skills supply and needs in a local area that will inform the actions taken by DfE. DfE have recognised that local areas produce analysis of their local skill needs, however with a variance of quality. Therefore the common framework will ensure a minimum level of analysis. DfE want to capture this local intelligence to develop a national picture. DfE is recruiting a central team of analysts who will provide support to local areas. An overview of SAPs is presented at Appendix B.

**DCMS – Development of Local Digital Skills Partnerships**

5.4 The 2017 UK Digital Strategy announced that government would establish a Digital Skills Partnership (DSP) which brings together public, private and charity sector organisations to facilitate coordination between digital skills programmes, including the sharing of knowledge and best practice. The DSP aims to improve coherence of digital skills provision at a national level, but also promote and support the establishment of Local Digital Skills Partnerships. The DSP Board was established in November 2017. Two LEP areas will be the initial pilot areas, these are the Heart of the South West and Lancashire LEPs.

5.5 The DCMS team will be engaging with LEPs about the roll out of Local Digital Skills Partnerships (LDSP), with support available from DCMS in their formation. Supporting digital skills will be key to the implementation of the Industrial Strategy and is highlighted in the evidence to support the refresh of the Strategic Economic Plan.

5.6 The D2N2 LEP will work with officers to examine the opportunity and develop a response to DCMS on the formation of a local Digital Skills Partnership.
### Appendix A: Overview of the D2N2 Enterprise Adviser Network Outputs

<table>
<thead>
<tr>
<th>Area</th>
<th>No of Schools Engaged</th>
<th>No of Enterprise Advisers (EAs)</th>
<th>No of EAs Matched to Schools</th>
<th>Enterprise Coordinator (EC) Staffing Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Derby (OA area)</td>
<td>17</td>
<td>15</td>
<td>15</td>
<td>1.0</td>
</tr>
<tr>
<td>Derbyshire</td>
<td>35</td>
<td>25</td>
<td>24</td>
<td>1.75</td>
</tr>
<tr>
<td>Nottingham</td>
<td>9</td>
<td>13</td>
<td>5</td>
<td>0.5</td>
</tr>
<tr>
<td>Nottinghamshire</td>
<td>33</td>
<td>23</td>
<td>18</td>
<td>1.75</td>
</tr>
</tbody>
</table>

### List of Supporting Organisations of the Enterprise Adviser Network

- **A Logical Ltd**: Micro (1-9 employees), Professional Services, Business & Legal Services
- **Affinity Consultancy & Training Solutions**: Micro (1-9 employees), Professional Services, Business & Legal Services
- **AIM Commercial Services Ltd**: Small (10-49 employees), Transportation, Distribution & Storage
- **Asmech Systems Ltd**: Small (10-49 employees), Manufacturing & Advanced Manufacturing
- **Bombardier**: Large (250+ employees), Transportation, Distribution & Storage
- **Bright Blink Limited**: Micro (1-9 employees), Professional Services, Business & Legal Services
- **Burn the Book**: Small (10-49 employees), IT, ICT, Digital & Communications Activities
- **Business Wise Consultancy**: Self-employed (0 employees), Professional Services, Business & Legal Services
- **Calverton Finance**: Small (10-49 employees), Financial & Insurance Services
- **Claro Vista Limited**: Micro (1-9 employees), Professional Services, Business & Legal Services
- **Country Battery Services**: Small (10-49 employees), Wholesale & Retail Trade
- **Crown Packaging**: Medium (50-249 employees), Manufacturing & Advanced Manufacturing
- **DEBP**: Small (10-49 employees), Education
- **Digital Ltd**: Micro (1-9 employees), IT, ICT, Digital & Communications Activities
- **Double T**: Micro (1-9 employees), Education
- **Eaton Corporation**: Large (250+ employees), Manufacturing & Advanced Manufacturing
- **Fairgrove Housing**: Small (10-49 employees), Construction
- **Fast Graphics**: Small (10-49 employees), Manufacturing & Advanced Manufacturing
- **GF Tomlinson x 3**: Large (250+ employees), Construction
- **GI Group**: Large (250+ employees), Administrative & Support Services
- **Graham Pidcock x 2**: Self-employed (0 employees), Public Administration, Government & Defence
- **Henry Boot Homes**: Large (250+ employees), Construction
- **HR Manager Bulwell Precision**: Large (250+ employees), Manufacturing & Advanced Manufacturing
- **Ideen**: Medium (50-249 employees), IT, ICT, Digital & Communications Activities
- **IPD Ltd**: Small (10-49 employees), Education
- **Jurys Inn**: Large (250+ employees), Accommodation, Hospitality & Food Services
- **KC-Jones**: Small (10-49 employees), Education
- **Kohl kreatives**: Micro (1-9 employees), Wholesale & Retail Trade
- **Laing O'Rourke Construction North**: Medium (50-249 employees), Construction
- **Linthurst Engineering Ltd**: Small (10-49 employees), Manufacturing & Advanced Manufacturing
- **Lucy Rennie Communications**: Self-employed (0 employees), Professional Services, Business & Legal Services
- **M&A 2020 Makelt Group**: Micro (1-9 employees), Manufacturing & Advanced Manufacturing
- **McCracken Consultancy**: Micro (1-9 employees), Administrative & Support Services
- **Microsoft**: Large (250+ employees), IT, ICT, Digital & Communications Activities
- **Mitie Foundation**: Large (250+ employees), Other
- **MVIS Ltd**: Small (10-49 employees), Construction
- **News Journal**: Small (10-49 employees), Other
- **NGI (UK) Limited x 2**: Micro (1-9 employees), Education
- **Nottingham City Housing**: Large (250+ employees), Accommodation, Hospitality & Food Services
- **Nottinghamshire County Council**: Large (250+ employees), Public Administration, Government & Defence
- **Public Health England**: Large (250+ employees), Health, Community & Social Work Activities
- **Qinesis**: Small (10-49 employees), Professional Services, Business & Legal Services
- **Retired x 3**: Self-employed (0 employees), Other
- **Robert Woodhead**: Large (250+ employees), Construction
- **Rolls Royce**: Large (250+ employees), Manufacturing & Advanced Manufacturing
- **RSBP**: Large (250+ employees), Other
- **Rykneld Housing**: Large (250+ employees), Other
- **Schneider Electric Ltd**: Large (250+ employees), Energy Utilities, Electricity, Gas & HVAC
- **Techman Engineering**: Medium (50-249 employees), Manufacturing & Advanced Manufacturing
- **Toyota UK**: Large (250+ employees), Manufacturing & Advanced Manufacturing
- **TSG Media**: Small (10-49 employees), Other
- **United Cast Bar x 2**: Medium (50-249 employees), Manufacturing & Advanced Manufacturing
- **Volvo Group UK Ltd**: Large (250+ employees), Other
- **Warburtons**: Large (250+ employees), Manufacturing & Advanced Manufacturing
- **Willmott Dixon**: Large (250+ employees), Construction
- **Woodhead Group Ltd**: Medium (50-249 employees), Construction
Appendix B: Overview of Skills Advisory Panel

Our SAPs analysis programme

The purpose of Phase 1 is to test and develop the SAPs proposition before wider roll-out. This includes both (i) how a SAP can best operate and (ii) the package of support to ensure a high-quality, consistent standard of evidence across areas.

We plan the package of support to consist of 4 broad components:

- **Framework & methodology**
  - Purpose: to facilitate a consistent, comparable, and high-quality evidence base.
  - Intro to high level approach

- **Data tool**
  - Purpose: to make it easier to work with the data available, including identifying the right data and interpreting it; to create a consistent quantitative mapping of the skills system from local areas up to national picture.
  - Interviews with academics – feedback

- **Fund**
  - Funding pot that you can apply to in order to build capacity/capability for skills analysis - where necessary.

- **Day-to-day support**
  - Advice for local evidence gathering, interpreting analysis, and producing final report. TBC depending on DfE resource.

We want to test and develop these products with you. Our plan is to do so through a series of milestones/outputs. This pipeline can also inform your SAP work plans.

Important caveat: we are yet to test this approach with our new Secretary of State.

---

Pipeline for developing the analysis

**What we want to share and when - DRAFT**

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Activity Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wk 22/1</td>
<td>Intro to high level approach</td>
</tr>
<tr>
<td>Wk 29/1</td>
<td>Share detailed methodology</td>
</tr>
<tr>
<td>Wk 5/2</td>
<td>Interviews with academics – feedback</td>
</tr>
<tr>
<td>Mid-Oct-Feb</td>
<td>Scoping: what would be most useful?</td>
</tr>
<tr>
<td></td>
<td>Invite areas to bid for resource</td>
</tr>
<tr>
<td>End-Feb</td>
<td>Phase 1 package circulated</td>
</tr>
<tr>
<td>March</td>
<td>Prototype testing</td>
</tr>
<tr>
<td>April/May/June</td>
<td>Full product development and testing</td>
</tr>
<tr>
<td></td>
<td>Excel doc pulling together data more accessibly</td>
</tr>
</tbody>
</table>

This is our early view and it will evolve as the phase develops.

Day-to-day support does not generally involve discrete milestones. It will depend on individual area plans, area capacity and DfE capacity.

---

Department for Education
1. INTRODUCTION
The purpose of this report is to update members on developments and progress made in the D2N2 Growth Hub and key business engagement issues.

2. RECOMMENDATION
2.1 BOARD to:
   a) Note the D2N2 Growth Hub report, the range of business support activity and Progress Indicators.

3. BACKGROUND
3.1 The D2N2 Growth Hub has been operating since December 2014 with a mix of funding (BEIS, ERDF and local investment).
3.2 The Growth Hub has now supported over 6,000 businesses in D2N2.
3.3 We have a regular dialogue with businesses and business groups such as Institute of Directors, FSB, CBI and EM Chamber and reflect these in our business support activities.

4. GROWTH HUB DEVELOPMENTS & ACHIEVEMENTS
The Growth Hub continues to deliver across the area and below are the key areas of activity during the previous quarter.
a) New Chairperson – Melanie Ulyatt

Since the commencement of the D2N2 Growth Hub we have been guided through the Chairmanship of David Williams and made excellent progress to build a business support service with dedicated Advisors supported by a huge range of organisations, Local Authorities and Universities. A huge vote of thanks for all the time and support David has provided the Growth Hub.

We are pleased that Melanie Ulyatt now takes on the role of Chairperson and as owner of her own medium sized business (employing over 100 staff), FSB roles both national, regional and local, and her experience as Skills Chair for the D2N2 LEP we will be able to continue to focus on the quality of business support going forward.

b) Output Performance

Performance on 3hr assists (P13) and 12hr assists (C1) are notably behind target. A project Change Request has been submitted to CLG.

c) Growth Hub 2.0

Expression of Interest “EOI” submitted for ERDF PA3 funding to evolve the Growth Hub service from April 2019 to March 2022.

d) BEIS Funding

Two years for 2018/19 and 2019/2020 funding has been agreed for the D2N2 Growth Hub. £430,500 per year from BEIS, who are working with Treasury to review financial support into future years.

e) Midlands Engine Investment Fund (MEIF)

D2N2 launch event on 14 March with over 100 delegates. Continued promotion of the programme is an integral part of the Growth Hub.

f) D2N2 Scale up Support

The Scale Up Service is part of the D2N2 Growth Hub offer, run by lead organisation Nottingham Trent University, East Midlands Chamber (marketing) and local coaches for on the ground delivery (diagnostics, workshops/network sessions and coaching).

Good progress is now being made with a strong pipeline of businesses interested participating in the service and this will develop a healthy network and momentum as the service develops for the start of the ERDF funded service from April 2018.
g) Headline Statistics

**Overall Engagement Levels** - We have no formal target but the engagement level is now **5,750** businesses representing **7.5%** of the overall D2N2 business population (approx. **77,000**).

**Engagement at Local Authority Level**

![Diagram showing businesses assisted by local authority area]
## Business Engagement and forthcoming highlights and issues

<table>
<thead>
<tr>
<th>Activity</th>
<th>Timeline</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy Strategy has been procured and work commences</td>
<td>Complete by Autumn 2018</td>
<td>To dovetail into Midlands Energy work (£1.12m) &amp; cross reference the D2N2 Infrastructure Plan</td>
</tr>
<tr>
<td>Heathrow Expansion Project – round table Lillian Greenwood MP present 9 March 2018</td>
<td>Current and ongoing following Parliamentary reviews</td>
<td>Consultation aims to enable Heathrow investment to benefit the rest of the country, looking at off site manufacture with “Logistics Hubs” for construction</td>
</tr>
<tr>
<td>DIT Challenge Fund – Life Sciences project has appointed Medilink Midlands to progress the FDI project</td>
<td>Ongoing to Sept 2018</td>
<td>Target to attract 10 FDI enquiries</td>
</tr>
<tr>
<td>Aerospace - capabilities and employment level is high in D2N2. Developing more focussed work with the Aerospace Growth Partnership, Aerospace Technology Institute &amp; Midlands Aerospace Alliance</td>
<td>March – Sept to develop supply chain support and links with LEPs across Midlands Engine and wider national links as the Aerospace Sector Deal develops</td>
<td></td>
</tr>
</tbody>
</table>

### Business Issues

<table>
<thead>
<tr>
<th>Activity</th>
<th>Timeline</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Findings from FSB Report – Dec 2017</td>
<td>1 in 7 small businesses surveyed are looking to close or implement an exit strategy. Business rate increases are of concern, with businesses feeling that they cannot afford to run their business as a result of the business rate cost increase</td>
<td>Notably the report suggested Brexit is not an immediate top concern,</td>
</tr>
<tr>
<td>Skills &amp; Infrastructure are top two IoD issues</td>
<td>On going</td>
<td>IoD keen to work with D2N2 and Midlands Engine to address business concerns</td>
</tr>
<tr>
<td>IoD, FSB, EMC and CBI have reconvened the East Midlands Business Forum and have formed the Midlands Engine Business Forum to strengthen the voice of business within the Midlands Engine</td>
<td>On going</td>
<td>Chair of the ME Business Forum is Natalie Gasson (FSB)</td>
</tr>
</tbody>
</table>
1. INTRODUCTION

1.1 This report provides an update on the 26th of January Infrastructure and Investment Board (IIB).

2. RECOMMENDATION

2.1 The Board is asked to:
   a. receive project updates and the high risk report and note budget and predicted underspends
   b. approve the Sherwood Energy Village, and N2 Towns Programme, and pre compliance funding for Medical Technologies Innovation Facility (MTIF).

3. PROGRESS

26th January IIB

3.1 The January 2018 IIB was held at County Hall, Matlock it considered the following agenda items:
   a. An update of the LGF projects including High Risk projects and next steps
   b. Local Growth Fund Budget and Project Monitoring
   c. High risk project (Outputs) and subsequent responses from promoters were discussed
   d. Presentation from the RSPB on the Sherwood Visitor Centre
   e. Presentation from Nottinghamshire County Council on the N2 Towns Programme
   f. Pre-compliance request from Nottingham Trent University for the Medical Technologies Innovation Facility (MTIF)

3.2 An update was given of all projects including those that are high-risk, with five projects currently being on this list.
   a. Nottingham Skills Hub – to remain at High Risk until Stage 2 Business Case is received which is due in March 2018.
   b. Gedling Access Road – have presented to IIB and been granted £500k pre-compliance however are yet to sign the agreement.
   c. A61 corridor/Whittington Moor Roundabout – delays in obtaining an agreed design to take forward the scheme to full business case.
d. Vesuvius – an Independent appraisal from the District Valuer has been arranged.
e. Newark Southern Link Road – Output targets have been missed.

Budget Update

3.3 Current profile shows an under spend in year of circa £32 million – discussions have been taking place as to how we can ensure that this funding is not lost. DCC will utilise £18m of the under spend in house with the balance to be managed across the other LEP Accountable Bodies.

a. Arrangements have been put in place to tighten up on spending in year to ensure that this situation is reduced in coming years.
b. Change Requests forms have been issued for any change for funding profile in year, and all projects have been asked to submit a firm spend profile for the start of the year, which they will be held to.

Update following board meeting – Agreement in principal with Nottingham City Council who can assist with the remaining underspend for 2017/18 – work currently taking place between Accountants to agree the amounts and get audit sign off.

3.4 A presentation was given by the RSPB on the Sherwood Visitor Centre – update provided on works undertaken so far and breakdown of funding streams and a request for LGF funding following full business case submission. IIB approved project for £500k LGF contribution against an overall £8 Million scheme.

3.5 A presentation was given by Nottinghamshire County Council on the N2 Towns Programme – the programme was discussed and an explanation provided as to how this will work. Some questions were raised around the suitability of the individual projects and how they would be assessed. The Board wanted to ensure that they are kept updated as to progress made. The Programme will have its own Board and a member from the LEP and Accountable Body will sit on this board and provide regular feedback to the IIB and Officers Group. The Programme was approved by the IIB with an allocation of £7.63 Million against an overall programme total of £12M.

3.6 A request for Pre-compliance Funding was received from Nottingham Trent University for the Medical Technologies Innovation Facility (MTIF). Agreed for £456,136.92 LGF funding to be issued in 2017/18, with a full business case due to be submitted in the summer of 2018.

Emma Hickman
Senior Accountant/Project Monitoring Officer D2N2
Derbyshire County Council