D2N2
Local Enterprise Partnership Delivery Plan 2021/22
In December 2020, the LEP, working with partners across the region, we developed our Recovery and Growth Strategy for D2N2. This sets the vision for a low carbon economy that powers the jobs and businesses of the future, to lead the UK’s drive towards net-zero and the Ten-Point Plan for a Green Industrial Revolution.

We are working with partners across the region with the aspiration to offer every person that vital opportunity to unlock their potential. We will capitalise on the unique opportunities presented by the East Midlands Freeport and our bid for an Institute for Technology to drive productivity and deliver an integrated pipeline for talent, skills, and progression at all levels.

The government has begun a review of the future role of LEPs. The review will provide an opportunity to refocus and evolve our role within the region to support a more prosperous, greener, and more inclusive recovery from the pandemic. We will review our delivery plan with our partners to ensure that resources are aligned and we respond to the region’s needs.

Our ongoing commitment to collaboration and partnership working will be crucial. I look forward to continuing our work together to ensure our economy recovers and grows to improve the long-term future opportunities of our region.
Our impact.

2020/21 HIGHLIGHTS

The D2N2 Local Enterprise Partnership has worked hard to support the D2N2 economy during the Covid-19 outbreak. With the unprecedented scale of the economic shock caused by the crisis, our role is more critical than ever.

We are working closely with local authorities, business representative groups, our universities and colleges, the voluntary sector to help businesses get back on their feet and support individuals to improve their skills and find new jobs.

INCREASED INVESTMENT

We have unlocked over £139 million of additional investment across our funding programmes, delivering and safeguarding thousands of jobs, homes, learners helping the region bounce back from the coronavirus pandemic and support future growth and investment across the D2N2 region.

ECONOMIC LEADERSHIP

In partnership with the Leicester and Leicestershire LEP (LLEP), we led the successful East Midlands Freeport bid - the UK’s only inland Freeport. Based around East Midlands Airport, the proposal has the potential to create 60,000 jobs and deliver over £2b to the local economy.

SUPPORTED WORKFORCE

We were the first LEP to commission and set up a Redeployment Triage Service to match those made jobless because of the Coronavirus outbreak with new work in sectors experiencing a surge in employment – it has been acknowledged as national best practice by Government.

CHAMPIONED BUSINESS VOICE

We engaged with nearly 3000 new businesses providing access to business support and convened new routes for business groups to share crucial intelligence with Government on issues such as the impact of Covid-19, EU Exit and future skills challenges.
Current economic context.

D2N2 covers a large and diverse area, with outstanding natural assets, and culturally and environmentally rural communities surrounded by vibrant market towns and our two dynamic cities.

Advantageously located at the heart of the country, with over 2 million people, we have the 5th largest population of any LEP housing, key manufacturers, major employers and thriving small businesses.

Our strong innovation and manufacturing expertise, clustered around Derby, is home to world-leading global aerospace, automotive and rail manufacturers and engineers, including Toyota, Rolls Royce and Alstom (formerly Bombardier).

We are also proud of our growing life sciences cluster - the third-largest in the UK - anchored by Boots plc, MediCity and BioCity in Nottingham, and our emerging digital tech cluster focused on Nottingham’s ‘Creative Quarter’ (12.6% growth between 2012 and 2017).

The D2N2 region is a strongly knowledge-intensive economy. It contains three universities, partner colleges, and a network of cutting-edge science parks, research institutions, businesses, and incubators.

However, there are significant differences in the socio-economic conditions across our communities, with major differences in productivity and a legacy of carbon-intensive industries. The disproportionate impact of Covid-19 lockdown measures on some places and groups - such as women and younger workers - may exacerbate these existing issues.

We do not yet have a firm understanding of the long-term societal impacts of Covid-19, such as how changing patterns of behaviour will affect working patterns, climate change or mental health. We will continue to share intelligence and analysis to understand our changing economy and forecast future impacts.

WE HAVE MANY OUTSTANDING STRENGTHS

- Our economy is the 4th largest outside London and the South East, with 8.3% growth since 2012.
- Manufacturing generates £7.2bn in GVA, ranking 3rd outside London and the South East.
- 92% of D2N2 workers live in the D2N2 area and 87% of D2N2 residents work in D2N2 travel to work areas.
- 9 million people live within 20 miles of D2N2, and 80% of the country’s population are within 4 hours drive.
- We attract around 3 million visitors and £475m in visitor spending per year, 70% above the Midlands.
- The planned East Midlands Freeport, one of only eight in the UK.

WE KNOW WE HAVE CHALLENGES TO ADDRESS

- The impact of climate change on our natural assets and society.
- The labour productivity gap is widening with GVA per hour worked 14% below the UK average.
- 54,000 jobs are at high risk of automation with a further 413,000 likely to experience various forms of automation.
- 13 of 17 local authorities within the D2N2 area are identified as ‘social mobility cold spots.’
- 28% higher emissions per capita than the UK average due to the concentration of energy-intensive industries.
- Poor regional rail connectivity, with many slow lines lacking electrification, and many rural areas are bypassed altogether.
- The dramatic increase in remote working has exposed further inequalities in the region with pockets of poor rural infrastructure and poor access to devices in many deprived areas.
- Improving access to investment finance for early-stage start-up and scale-up businesses with growth potential (East Midlands is currently 12th out of 13 regions for SME equity investment).
- Maintaining existing and opening up new export markets for our companies post EU Exit.
Our priorities 2021/22.

In 2020, the D2N2 LEP launched its Recovery and Growth Strategy. This strategy builds on the foundations of our draft Local Industrial Strategy to reflect the impacts of Covid-19 to ensure we build a robust economy for the future.

We stand ready to deliver more through greater collaboration. Our focus is underpinned by the clear commitments we have made to achieve a zero-carbon economy and be the heart of the UK’s green revolution.

This ambitious green revolution will act as the catalyst for a more productive and inclusive economy from which everyone living in, working in or visiting D2N2 can benefit. With investment in skills, mobility and digital infrastructure, we can ensure a more productive and better-connected workforce.

Our region has strong concentrations in sectors that have been particularly affected by Covid-19. We need to reconsider both which sectors need immediate support to survive and which we can support to deliver future growth. By boosting productivity in our emerging and existing priority sectors, D2N2 could inject an extra £9bn into the economy and support UK Plc to get back on track for growth.

OUR PRIORITIES FOR 2021/22 ARE:

LOW CARBON: Lead and position the region to deliver clean growth - capitalising on our strengths, building links with government and identifying investment.

SKILLS AND CAREERS: Ensure the D2N2 labour market has the right levels of skills and qualifications to meet the needs of businesses in our priority growth sectors.

BUSINESS PRODUCTIVITY: Continue to support business recovery and growth through the D2N2 Growth Hub and take advantage of new global trading opportunities to boost productivity in our key and emerging sectors.

PLACE PROMOTION: Supporting partners to deliver investment in our communities and promoting our region as THE PLACE to invest, grow and prosper.

CONNECTING INNOVATION: Accelerate innovation in the D2N2 area through our Higher Education partnerships to stimulate growth in D2N2 businesses.

DELIVERY EXCELLENCE: Ensure effective delivery of our current investment programmes to ensure all financial, targets and output are delivered.
## D2N2 Priorities

### 1. Low Carbon
- **Revolutionise our region’s energy production, pivoting infrastructure funding to low carbon build, generation, and efficiency.**
- **Through the D2N2 Growth Hub and our business support and innovation programmes, promote the low carbon message. And support businesses looking for ways to diversify into low carbon sectors.**
- **Working through partners, increase the ability of our natural assets (trees, rivers, etc) to support carbon storage while promoting growth.**
- **Improve the understanding of low carbon skills needs, and training opportunities to inspire the next generation to follow careers and adopt lifestyles that help us get to Net Zero by 2050.**
- **Work with Homes England on new models of funding and demand aggregation for low carbon homes and the feasibility for a pilot on hydrogen boilers.**

### 2. Skills and Careers
- **Ensure the D2N2 labour market has the right levels of skills and qualifications to meet the needs of businesses in our priority growth sectors.**
- **Champion proposals for investment to achieve our regions full potential, working with partners and stakeholders to improve our economic resilience and drive sustainable economic prosperity.**
- **Greater emphasis on diversity and inclusion to ensure that our places and people are not left behind and that our region’s growth is inclusive.**

### 3. Business Productivity
- **Continue to provide a high quality core level of support to all businesses through the D2N2 Growth Hub with an enhanced partnership model that focuses on simplifying the local business support landscape and maximising the value of the Hub on the local economy.**
- **Through partners such as British Business Bank, continue to develop access to finance services to support investment readiness amongst SMEs and improve access to finance to support growth.**
- **Continue to provide a high-quality core level of support to all businesses through the D2N2 Growth Hub with an enhanced partnership model that focuses on simplifying the local business support landscape and maximising the value of the Hub on the local economy.**
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### 4. Place Promotion
- **Champion our transformational priorities to support the improvement of our rural communities, towns and city centres.**
- **Support the coordination of the Towns Fund across the region to ensure alignment to our Recovery and Growth Strategy.**
- **Focus support on D2N2 tourism businesses and locations to help them recover from the pandemic and develop regional proposals to implement the sector deal - notably Tourism Actions Zones.**
- **Establish a Manufacturing Advisory Panel to spearhead a framework to support our manufacturing base to take advantage of the benefits of industrial digitalisation and green technologies.**
- **Complete the mapping of D2N2 innovation assets and develop a strategy for improving engagement of SMEs and key sectors with Universities and R&D institutions to maximise opportunities for growth and investment.**
- **Develop an ‘Innovation Week’ campaign to stimulate awareness of the opportunities from innovation amongst SMEs to address our productivity lag.**

### 5. Connecting Innovation
- **Accelerate innovation in the D2N2 area through our Higher Education partnerships to stimulate growth in D2N2 businesses.**
- **Continue to provide a high-quality core level of support to all businesses through the D2N2 Growth Hub with an enhanced partnership model that focuses on simplifying the local business support landscape and maximising the value of the Hub on the local economy.**
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### 6. Delivery Excellence
- **Ensure effective delivery of our current investment programmes to ensure all financial, targets and output are delivered.**
- **We are directly contracted to manage funding from a range of different sources invested through the LEP to deliver programmes and projects that will regenerate our communities and support our priorities (see delivery section for more information).**
- **Coordinate business intelligence for the D2N2 region, working with partners in business and academia to maintain accurate, robust, and openly accessible data to understand on the needs of our economy.**
- **Convene partners and stakeholders, including through our advisory boards, to influence and champion economic leadership to support key issues relevant to the region, for example the East Midlands Freeport and East Midlands Development Corporation.**
- **Champion proposals for investment to achieve our regions full potential, working with partners and stakeholders to improve our economic resilience and drive sustainable economic prosperity.**
- **Greater emphasis on diversity and inclusion to ensure that our places and people are not left behind and that our region’s growth is inclusive.**

### Enablers

Our key enablers underpin our priorities and support how we will deliver at pace and scale to achieve success across all parts of our region.

- **Evidence and Intelligence**
  - Coordinate business intelligence for the D2N2 region, working with partners in business and academia to maintain accurate, robust, and openly accessible data to understand on the needs of our economy.

- **Strategic Leadership and Partnerships**
  - Convene partners and stakeholders, including through our advisory boards, to influence and champion economic leadership to support key issues relevant to the region, for example the East Midlands Freeport and East Midlands Development Corporation.

- **Supporting Investments**
  - Champion proposals for investment to achieve our regions full potential, working with partners and stakeholders to improve our economic resilience and drive sustainable economic prosperity.

- **Inclusion and Diversity**
  - Greater emphasis on diversity and inclusion to ensure that our places and people are not left behind and that our region’s growth is inclusive.
Delivery.

To meet the region's ambitions, we manage funding from a range of different sources invested through the LEP to identify investments and projects that will regenerate our communities. This section provides a summary of our activities for delivery.

GROWTH FUNDING

LOCAL GROWTH FUND (LGF)

The Government awarded a total of £257.4 million to the D2N2 region from 2015 to 2021 for capital projects to transform the local area and economy. The financial element of the programme has now formally concluded - successfully investing the full programme in support of economic growth ambitions across the D2N2 area.

The following table captures our LGF progress to date:

<table>
<thead>
<tr>
<th>OUTPUTS</th>
<th>2030 TARGET</th>
<th>ACTUALS TO DATE</th>
<th>% OF 2030 TARGET ACHIEVED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jobs created</td>
<td>£29,000</td>
<td>11,048</td>
<td>38%</td>
</tr>
<tr>
<td>Homes created</td>
<td>£10,700</td>
<td>1,727</td>
<td>16%</td>
</tr>
<tr>
<td>Learner supported</td>
<td>£2,000</td>
<td>2,615</td>
<td>130%</td>
</tr>
</tbody>
</table>

The return on investment generated through our Local Growth Fund shows £19 is returned to the local economy for every £1 invested.

GETTING BUILDING FUND (GBF)

In July 2020, The Ministry of Housing, Communities and Local Government confirmed an allocation of £44.4m for D2N2 for a wide-ranging package of projects that can be delivered within 18 months (March 2022) to support the local economy. Profiled spend of £22.2m was achieved in 2020/21 with the approval of seven projects. The focus for 2021/22 will be to work with projects to deliver the remaining funding of £22.2m.

The following three projects are expected to put forward a business case for consideration this year:

<table>
<thead>
<tr>
<th>PROJECT NAME</th>
<th>TOTAL GBF AMOUNT</th>
<th>MATCH FUNDING</th>
<th>TOTAL PROJECT COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drakelow Park</td>
<td>£2,600,000</td>
<td>£13,500,000</td>
<td>£16,100,000</td>
</tr>
<tr>
<td>Smartparc</td>
<td>£12,000,000</td>
<td>£215,000,000</td>
<td>£227,000,000</td>
</tr>
<tr>
<td>MRC Midlands</td>
<td>£6,850,000</td>
<td>£7,375,000</td>
<td>£14,250,000</td>
</tr>
</tbody>
</table>

GROWING PLACES FUND

The Growing Places Fund (GPF) loan scheme is a £730m Government-backed national investment fund, put in place to assist stalled transport and infrastructure projects that will boost the local economy, create jobs and build houses.

D2N2 continues to monitor the progress of the both the financial and output milestones for the previously allocated GPF projects. Following the review of LEPs and the funding announcements from HM Government at the budget in March, the LEP will look to review the most effective use of the remaining £24m of Growing Places Funding.

ENTERPRISE ZONES

D2N2 will continue to work with the Enterprise Zone landowners to develop the sites further and attract inward investment through the next year. The LEP has allocated funding towards a new development on the Infinity Park site, which is due to deliver a business case for final funding approval within the financial year.

KEY ACTIONS:

- Continue to monitor the Local Growth Fund programme and its impact to ensure delivery in line with funding agreements.
- Undertake an evaluation of the Local Growth Fund Programme to measure the impact on the D2N2 Economy.
- Agree risk position and contingency planning for the final year of the Getting Building Fund programme.
- Work with local partners and stakeholders, and the D2N2 ESIF subcommittee to bring forward investments and partnerships which can meet project outputs until contracts end in December 2023.
The LEP will continue to play an important leadership role in the skills system, developing skills analysis, engaging with employers, the education and skills sector and expanding the work of Enterprise Coordinators.

SKILLS ADVISORY PANELS

Our Skills Advisory Panels bring together local employers and skills providers to pool knowledge on skills and labour market needs to ensure a more responsive skills system and work together to understand and address key local challenges. Following the publication of the D2N2 Local Skills Report in March 2021, the panel is now overseeing the delivery of priorities through three sub-groups: Employment, Skills for Growth, and Careers and Young People.

ENTERPRISE ADVISOR PROGRAMME

The Enterprise Advisor Programme funded by the Careers and Enterprise Company work will continue into 2021/22 with a target to expand coverage to up to 160 schools and education establishments. Key targets for the Enterprise Adviser Network contract, which commences September 2021, are still under negotiation but are outlined as:

<table>
<thead>
<tr>
<th>TARGET</th>
<th>ANTICIPATED TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of schools engaged</td>
<td>160</td>
</tr>
<tr>
<td>% Schools matched to an Enterprise Adviser</td>
<td>85%</td>
</tr>
<tr>
<td>% Schools fully meeting Gatsby Benchmark 1</td>
<td>100%</td>
</tr>
<tr>
<td>% Schools fully meeting Gatsby Benchmark 5</td>
<td>60%</td>
</tr>
<tr>
<td>% Schools fully meeting Gatsby Benchmark 6</td>
<td>50%</td>
</tr>
<tr>
<td>100% Engaged schools using COMPASS+</td>
<td>100%</td>
</tr>
</tbody>
</table>

DIGITAL BOOTCAMPS

In January 2021, D2N2 launched a Wave 1b pilot of the National Skills Fund to deliver Digital Bootcamps - 12-week intensive skills support to address identified digital skills and labour shortages. Bootcamp delivery has been extended into 2021/22 and a further bid has been submitted to increase delivery and expand into the Greater Lincolnshire area. In advance of decisions on the Wave 2 bids the delivery objectives for 2021/22 are currently:

<table>
<thead>
<tr>
<th>TARGET</th>
<th>ANTICIPATED TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of participants</td>
<td>210</td>
</tr>
<tr>
<td>% Female participants</td>
<td>50%</td>
</tr>
<tr>
<td>% achieving into work or clear in-work progression</td>
<td>75%</td>
</tr>
<tr>
<td>% achieving guaranteed interview</td>
<td>100%</td>
</tr>
</tbody>
</table>

KEY ACTIONS:

- Ensure that the Skills Advisory Panel fulfils its role in providing key local data to inform skills priorities.
- The successful launch of three new careers hubs to provide complete hub coverage across the LEP area.
- Launch of a new single gateway (Start) to careers information for young people, parents, teachers, and employers across D2N2 in May 2021.
Delivery.

BUSINESS GROWTH AND INNOVATION

We recognise the huge contribution that businesses large and small make to the local economy. We will continue to champion the benefits of innovation, research and development in in our key sectors to support our region's recovery and growth.

GROWTH HUB & ENTERPRISE

Our Growth Hub delivers information, diagnostic and brokerage (IDB) to support firms in improving business performance, upskilling their workforce and boosting growth and productivity. We have commissioned a full review of the D2N2 Growth Hub to complement the national evaluation of the Growth Hub network. The evaluation will monitor progress against strategic objectives and consider options for delivering a client-focused model post the European Regional Development Fund (ERDF).

D2N2 INVESTOR DEVELOPMENT SERVICE

D2N2 are working with the Department of International Trade (DIT) and our local authority partners to build relationships with our local foreign owned businesses. Through the D2N2 Investor Development Service we provide a free account management service that can assess investment needs and provide a business health-check as well as providing a conduit to localised Government support.

KEY ACTIONS:

• Complete the mid-term evaluation of the D2N2 Growth Hub and work with partners to implement the recommendations.
• Support businesses to recover from the COVID pandemic through promoting inclusive enterprise and delivering business mentoring programmes such as Peer Networks.
• Retain and grow investment in our region by foreign-owned businesses through our D2N2 Investor Development service.

EXTERNAL AFFAIRS AND MARKETING

Through 2021/22, the LEP will build on its new marketing and communications strategy to strengthen our profile and remain focused on our priorities to ensure we are heard louder and more often.

MULTI-CHANNEL COMMUNICATIONS

We will continue our focus on direct, regular, and multi-channel communications to strengthen and actively promote the work and impact of our LEP. Social media, particularly Twitter, will stay in sharp focus in 2021/22. LinkedIn will continue to be priority during 2021/22 with an increase in engaging, branded and themed content.

THOUGHT LEADERSHIP

As we develop an updated ‘narrative’ for the region, we will create thought leadership articles on topics which D2N2 and partners are seen as experts. These themes will help drive communications activity (especially through PR campaigns) and help to prioritise events and speaking opportunities to pursue.

KEY ACTIONS:

• Effective delivery of the LEP communications and engagement plan, including blogs, news, events, and digital channels.
• Create thought leadership plan to promote the priorities and issues relevant to the region and highlight the expertise of our Board and partners.
• Ensure the successful delivery of the Annual Conference and production of the D2N2 Annual Review.
GOVERNANCE

We have continued to strengthen our overall governance and remain committed to seeking opportunities for continuous improvement across all areas of our work.

All boards, including our three Advisory Boards, have clear terms of reference which are publicly available. The membership of the boards ensures the LEP’s commitment to collaboration and engagement with a breadth of external stakeholders to lead on strategic development and thought leadership for the region.

We have a single accountable body in place that oversees the governance and financial accountability on behalf of the LEP. They have supported the LEP to put in place an independent scrutiny committee with elected representatives from across the region.

LEP REVIEW

In the March 2021 budget, the Government announced a review of LEPs. The review will take place over the first months of the 21/22 financial year and is expected to conclude by the summer. D2N2 LEP will play a full part in working with colleagues in the LEP Network and other partners locally and nationally to make the case for LEPs and the role we play.

D2N2 ASSURANCE FRAMEWORK

Our Assurance Framework published in 2020 remains at the core of our governance. We will continue to take the actions required to remain compliant with the Government’s advice. D2N2 LEP will review its policies throughout 2021/22; committed to continuous improvement, high standards of transparency and effective governance.

Inclusion: Within the 2020 Assurance Framework revisions, particular emphasis has been placed upon social inclusion and ensuring that all our activities and investments align with this strategic objective. The D2N2 Inclusion Framework is now fully embedded within our assurance framework and all LEP funded investments are required to demonstrate how they will support inclusive growth ambitions.

Scrutiny: As part of the LEPs ongoing commitment to continuous improvement and the highest standards of stewardship of public funding and policy, D2N2 has remained committed to ongoing scrutiny and will continue this in 2021/22. Independent scrutiny of LEP strategy, governance and delivery is led by elected officials from across the D2N2 area.

D2N2’s Assurance Framework and other documents relating to our governance are available on the D2N2 website.

KEY ACTIONS:

• Ensure our Advisory Boards have a clear work programme and performance monitoring framework in place that is aligned to our strategy.
• Review our Governance Structures and Local Assurance Framework in line with any changes following the LEP Review.
• Publication of annual financial statement and report.
The D2N2 Executive Team is primarily funded from government core funding, which is locally matched by the four upper tier authorities with additional funding through programme funding contributions.

**BUDGET SUMMARY**

<table>
<thead>
<tr>
<th>INCOME</th>
<th>FORECAST 2021/22</th>
<th>2020/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Government Basic Funding</td>
<td>£500,000</td>
<td>£500,000</td>
</tr>
<tr>
<td>Local Authority Funding*</td>
<td>£250,000</td>
<td>£250,000</td>
</tr>
<tr>
<td>Income from grants</td>
<td>£32,000</td>
<td>£178,878</td>
</tr>
<tr>
<td>Local Growth Fund</td>
<td>£67,427</td>
<td></td>
</tr>
<tr>
<td>Growth Hub</td>
<td>£37,000</td>
<td>£36,520</td>
</tr>
<tr>
<td>Growing Places Fund</td>
<td>£5,000</td>
<td>£5,448</td>
</tr>
<tr>
<td>Getting Building Fund</td>
<td>£45,000</td>
<td>£33,919</td>
</tr>
<tr>
<td>Bank interest in investments</td>
<td>£5,000</td>
<td>£52,194</td>
</tr>
<tr>
<td><strong>TOTAL INCOME</strong></td>
<td><strong>£874,000</strong></td>
<td><strong>£1,124,387</strong></td>
</tr>
<tr>
<td><strong>BALANCE IN REVERSE</strong></td>
<td><strong>£898,060</strong></td>
<td><strong>£712,734</strong></td>
</tr>
<tr>
<td><strong>TOTAL AVAILABLE</strong></td>
<td><strong>£1,772,060</strong></td>
<td><strong>£1,837,121</strong></td>
</tr>
</tbody>
</table>

*£62,500 each for Derbyshire County Council, Derby City Council, Nottinghamshire County Council and Nottingham City Council.

<table>
<thead>
<tr>
<th>EXPENDITURE</th>
<th>FORECAST 2021/22</th>
<th>2020/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEP Core Staff</td>
<td>£746,113</td>
<td>£651,042</td>
</tr>
<tr>
<td>Other Expenditure</td>
<td>£340,607</td>
<td>£278,019</td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURE</strong></td>
<td><strong>£1,086,720</strong></td>
<td><strong>£939,061</strong></td>
</tr>
</tbody>
</table>

To meet the needs of the LEP and fully implement our governance model, a new team structure was implemented in 2019/20. The structure provides greater support to the board and our advisory groups and supports the enhanced role of the LEP, while remaining affordable and within budget.

**MONITORING AND EVALUATION**

The D2N2 LEP is involved in a range of monitoring and evaluation activity, relating to its key project, programmes, and investments. Each Funding Programme has developed its own monitoring and evaluation processes, helping to record specific activities and successes as well as identifying potential risks and any lessons learnt.