



LEP NETWORK Induction Brief June 2019



Version VIII – 5 June 2019



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1. INTRODUCTION

Why an Induction Brief?

The purpose of this induction brief is rooted in the government's July 2018 [Strengthened Local Enterprise Partnerships Review](#) which states that since the modern Industrial Strategy, which sets out an approach to ensuring prosperous communities throughout the country, the government has reviewed its policy towards Local Enterprise Partnerships (LEPs) so that they continue to support Government in meeting this ambition. Part of that stated commitment is that government will work with the LEP Network and other professional development bodies, such as the Local Government Association, to develop an 'induction and training programme' for LEP board members and officers on working as a LEP board member.

The basis of this approach was for government to build on the good practice of some LEPs who proactively sourced support to build the capability of new board members by developing a more consistent and structured induction and training programme. To this end, CLGU and LEPs have been working on the guiding principles of such an induction programme for new LEP Board Members, which will direct the training and induction support offered to them.

This induction brief is part of that evolving programme, it is intended to be a working document to complement and support local induction materials, set out the context in which LEPs operate, focus on their primary role, set out how the LEP Network supports that role, and include key supporting information that new LEP Board Members should find useful. It will be owned, amended and updated by the LEP Network every six months or earlier if needed. The contact for any changes or additional information is: Mike Dennehy, Communications Manager, at the LEP Network, mike@lepnetwork.net - 07710 094 999.

2. STRATEGY

What do LEPs do?

In essence the role of the LEP is to set the strategic direction on local economic priorities, develop and invest in projects that deliver maximum economic growth, increase productivity, and help create local jobs.

As of March 2018, that LEP activity has; delivered over £7.6bn of private sector investment; supported over 196,000 businesses; created over 180,000 local jobs; helped to build over 93,000 homes; and supported over 217,000 learners. LEPs have specific functions and roles that enable them to do this:

Influencing Role – 'soft power'

LEPs are more than a convening body making strategic investment decisions. They have a critical influencing role which brings significant benefit, but much of this vitally important work goes on behind the scenes. Some of the best examples are included in the [LEP Factor projects](#) highlighted on our website.

Leadership Role

LEPs are business led, working effectively with local authorities, convening the private and public sectors with education and other local stakeholders, to provide strategic leadership with the aim of improving the prosperity, productivity and economic growth in a place. LEPs are the 'eyes and ears' on the ground, with real time intelligence about their economies. This has proved invaluable to government since the referendum on membership of the EU, where they feed regular data that helps inform policy. LEPs collaborate effectively across sub-national geographies, and on national themes like [energy](#), [skills](#), and [space](#).



38 business leaders chair LEPs¹, supported by over 3,000 private sector individuals who have a leadership role, either on the LEP Board, on a sub-group or directly inputting into LEP strategies. LEP Chairs come from a variety of industries and sectors, including:

- **Retail:** Greater Lincolnshire - Ursula Lidbetter MBE, CEO, Lincolnshire Co-op; D2N2 - Elizabeth Fagan, Non-Exec. Chair, Boots.
- **Creative Industries:** Buckinghamshire Thames Valley - Andrew Smith, Director, Pinewood Studios.
- **Manufacturing:** Black Country - Stewart Towe, MD, Hadley Group (steel manufacturers);
- **Communications:** Worcestershire - Mark Stansfeld, Chairman of Giffgaff.
- **Education:** West of England - Prof. Steve West CBE DL, Vice-Chancellor, Uni. of West of England.
- **Construction:** Coast to Capital - Tim Wates, Director, Wates Group Construction; Heart of the South West - Steve Hindley, Midas Group Ltd.
- **Rural:** Swindon & Wiltshire - John Mortimer, SW Director, Country Land & Business Association.

(NB: This is not an exhaustive list of the industries and sectors that LEP Chairs represent. For a complete list of LEP Chair biographies please [Click here.](#))

Developing Strategic Economic Plans

In March 2014 all LEPs submitted multi-year Strategic Economic Plans (SEPs) to negotiate Growth Deals, with funding awarded from the Single Local Growth Fund, created in the 2013 Spending Review. These SEPs are overarching plans for local growth, setting the overall context and priorities for other more detailed plans and strategies that help to achieve key economic ambitions in a LEP area.

Leading on Local Industrial Strategies (LIS)

In November 2017, government published its modern Industrial Strategy White Paper: [Building a Britain fit for the future](#), stating every LEP area will have a Local Industrial Strategy in place by March 2020. The Government said they will continue to work with the new city region mayors, combined authorities, local authorities and LEPs to drive growth in England. The strength of LEPs is in understanding the value of places and they bring that local intelligence to bear in setting the economic priorities of their sub-regions, for example:

- The [West Midlands LIS](#) was launched in May 2019, builds on the strengths of the automotive and life sciences sectors that sit at the heart of the region, and comes alongside ambitious plans to develop the next generation of battery technology for electric vehicles at the UK's flagship Battery Industrialisation Centre, backed by an additional £28 million investment.
- Greater Manchester is the home of Graphene – an international icon of UK innovation first isolated in the city in 2004 – there is an opportunity to develop 'Graphene City', building on the new Henry Royce Institute, the UK's National Institute for Material Science Research and Innovation, to bring together world-leading science with businesses to create jobs and growth. (Greater Manchester LIS is expected to be published shortly.)
- For the Oxford-Cambridge Arc, Silverstone is at the heart of advanced manufacture and together with Cranfield, Millbrook and other centres of technical excellence there is scope to create a global high technology super cluster linking these centres of world leading innovation.

Supporting Business through local Growth Hubs

38 Growth Hubs, one in each LEP area led by the LEP, integrate national and local business support helping businesses to access the help and advice they need to thrive and grow. Latest figures on Growth Hub delivery show that they have: supported over 130,000 businesses, of which over 13,000 received high

¹ The London Enterprise Action Partnership (LEAP) is the LEP for London and is chaired by the Mayor of London.



intensity support of 12 hours or more; helped over 8,000 individuals start a business - while maintaining an average customer satisfaction rate of 89.5%. (Self-reported statistics 2017-18.)

Creating Enterprise Zones

Enterprise and Economic Zones are designated areas across England that provide tax breaks and Government support - places to do business especially for both new and expanding firms. There are 48 Enterprise Zones across the network of LEPs. They have: attracted almost 900 new businesses to the Zones; secured £3.5bn of private sector investment; attracting 38,000 new jobs.

Delivery Plans

Under the Strengthened LEPs Review, LEPs are required to publish an annual delivery plan and end of year report. This will include key performance indicators to assess the impact of their Local Industrial Strategy, project funding and interventions. It will also inform objective assessments on Local Enterprise Partnership performance both nationally and locally.

Leading other Funding Streams

From April 2011 government set up a £2.7bn Regional Growth Fund to help areas and communities at risk of being particularly affected by public spending cuts. (LEPs managed the funding locally for the first four rounds. Rounds 5 and 6 were only open to private enterprises.). Government also allocated £730m under a Growing Places Fund (announced in November 2011), for LEPs to tackle immediate infrastructure investment constraints, with a focus on housing and transport.

3. GOVERNANCE

The Basics

The Government has entrusted LEPs with significant public funds and responsibilities to achieve their objectives. The way LEPs manage these funds and conduct themselves is an important foundation of good governance and is of critical importance for LEPs as they work towards becoming a self-regulating sector.

LEPs are expected to have clear systems, rules, practices and processes in place to ensure that decisions are made in a transparent manner, by the appropriate persons or groups and on merit. Members of the LEP Board, other LEP Sub Boards, Advisory Groups and LEP Officers must work within these agreed governance structures and should at all times demonstrate the highest standards of conduct.

To underpin this approach, the government commissioned Mary Ney, a Non-Executive Director at MHCLG, to review LEP governance and transparency to provide robust assurances that LEPs were implementing governance and transparency requirements. Her report, the [Review of Local Enterprise Partnership Governance and Transparency](#) was published in October 2017.

In July 2018, the government published its review of LEPs. The [Strengthened Local Enterprise Partnerships Review](#) aims to enable LEPs to operate as a self-regulating sector, driving improvements in governance and delivery, striving for excellence through regular peer review and sharing of best practice.

The review made clear that the government expects Local Enterprise Partnership boards to improve their gender balance and representation. The stated aim by April 2020 is to have a minimum of a third of women on LEP boards, and to have equal representation of men and women by 2023.

On 7 May 2019, the National Audit Office reported to the Public Accounts Committee about LEP accountability and governance ([‘Local Enterprise Partnerships: an update on progress’](#)) to inform the [PAC](#)



[hearing on LEPs](#) on 13 May 2019 which took evidence from MHCLG Permanent Secretary Melanie Dawes and Simon Ridley, Director General, at MHCLG. Questioning focussed on how MHCLG assess value for money of the Local Growth Fund allocations and the diversity of LEP Boards.

The NAO report set out changes to the role and remit of LEPs since their last report in 2016. It also looked at the Department's and LEPs' progress with strengthening governance, assurance and transparency, and funding spent through LEPs to date and future funding arrangements. As at 6 June 2019, the [PAC's inquiry](#) is ongoing, their report expected in June 2019.

The National Assurance Framework

As part of the LEP review process, the government published the latest version of the [National Local Growth Assurance Framework](#) (NAF) in January 2019 incorporating the approaches set out in the documents mentioned above. This sets out the guidance for all LEPs to develop their own Local Assurance framework, and provides a common framework of understanding of the assurance and expectations required for local growth funding. It explains how places should appraise, monitor and evaluate schemes to achieve value for money.

This is the primary document that sets out the government's operating guidance for LEPs to develop their own Local Assurance Frameworks. It explains how places should appraise, monitor and evaluate schemes to achieve value for money, and provides Government, stakeholders and the public with the necessary assurances that LEPs (and MCAs) have the policies and processes in place to ensure robust stewardship of public funds – it is the basis on which funds are released to LEPs.

It also sets out specific requirements to promote and underpin the LEPs approach to transparency. It sets out the requirements on the publication of agendas, minutes, recruiting Board members, decision making, projects which receive LEP funding, registering and declaring interests, complaints procedures, whistleblowing procedures and publishing financial information.

Transparent decision making is supported by the publication of information, and LEPs should ensure that information published on their websites and in their Local Assurance Framework is updated frequently. LEP websites are a key product to ensure that LEPs are providing the public and stakeholders with key information. As such, they must be easy to navigate and be updated regularly. Best practice suggests that the LEP should have a designated governance and transparency page which includes the LEP's Local Assurance Framework, policies and processes in one place.

Board members should familiarise themselves with the 'best practice guidance' on transparency in the [National Assurance Framework](#) (please go to Annex F of the NAF).

Guiding Principles for LEP Board Members

LEPs intervene to improve productivity and economic growth across their local areas to benefit the people and communities they serve. The role of each member of the LEP Board is critical to achieving this through robust accountable governance arrangements.

To ensure this is the case and to build consistency, the government's 'Strengthened Local Enterprise Partnerships' review in July 2018 set out specific reforms in this area – central to this is a commitment to develop a comprehensive induction and training programme for new board members. As part of that, the government has been working in partnership with the LEP Network to produce '*Guiding Principles for LEP Board Members*' – as attached at **Annex A**.



This is designed as a baseline of knowledge expected of LEP chairs and board members and forms the basis of a training and induction offer that will be coordinated by the LEP Network. It covers; the legal frameworks and context in which the organisation operates; accountability, self-review and developing the board's effectiveness; strategic oversight of the board; role of the Chair; setting the direction of the board; working with stakeholders and partners; risk management; and, financial management and monitoring.

4. DELIVERY

LEP Funding Streams

Core Funding – The government pays a 'core fund' (currently £500,000 pa) to each LEP, in addition each LEP is required to identify £250,000 of local match. The funding is provided to each LEP at the start of the financial year via a section 31 payment to the relevant Accountable Body. This is contingent on; **1)** the LEP Annual Conversation process; **2)** Section 151 Officers having certified in writing that the LEP's local assurance framework has been agreed, meets the revised standards set out in the national Local Enterprise Partnership Assurance Framework, that the arrangements have been implemented and that the LEP is implementing the recommendations of the Mary Noy review; **3)** MHCLG being satisfied, through its assurance processes, that appropriate governance, transparency and accountability arrangements are in place; and **4)** how LEPs have taken forward the outcomes of the LEP Review '[Strengthened Local Enterprise Partnerships](#)'.

In addition, the government contributes £78,000 per year to the LEP Network Ltd, and each LEP contributes an £6,000 per year (excl VAT) to the LEP Network to cover running costs and support.

Local Growth Fund – The largest source of LEP project funding. The government [announced in July 2014](#) that £12bn had been allocated to a series of Growth Deals for which LEPs would bid, setting out the funding to be received by each LEP for 2015-2021. The first wave made £6bn available, further funds were made available in Round 2 in January 2015, and Round 3 across various areas in early 2017. To date over £9bn has been allocated to LEPs. (See [Annex B](#) for more detail.)

City Deal Funding - City Deals give local areas specific powers and freedoms to help the region support economic growth, create jobs or invest in local projects. Two major waves were allocated and [announced in July 2013](#).

Growing Places Fund – This [£730 million fund](#) is designed to support key infrastructure projects to unlock wider economic growth, create jobs and build houses in England. It gives LEPs and local authorities the opportunity to identify and prioritise the infrastructure they need for growth.

European Funding – The [European Structural Investment Fund](#) is an umbrella fund that includes the European Social Fund (ESF), European Regional Development Fund (ERDF) and European Agricultural Fund for Rural Development (EAFRD). There are currently hundreds of [calls for funding](#) listed on the government site. LEPs have an advisory role to the Managing Authorities for the current EU Structural and Investment Funds for 2014-2020 - the EU has allocated c€17.2 billion in structural funding to the UK between 2014 and 2020 (Source: House of Commons Library). After the UK leaves the European Union, it will no longer receive structural funding. In order to replace this funding, the Government has pledged to set up a UK Shared Prosperity Fund to "reduce inequalities between communities".

In 2016 the Government guaranteed funding for UK organisations in receipt of EU funds where projects are agreed before the day the UK leaves the EU. In a [Parliamentary Written Statement in July 2018](#), Secretary of State, James Brokenshire, announced an extension to this guarantee, underwriting the UK's allocation



for structural and investment fund projects under the EU Budget period to 2020 in the event of no-deal Brexit. This confirms UK organisations will continue to receive funding over a project's lifetime if they successfully bid for EU-funded programmes before December 2020.

UK Shared Prosperity Fund – The UKSPF is a 2017 Conservative Manifesto commitment “to reduce inequalities between communities” once the UK leaves the European Union and EU Structural Funds. Secretary of State James Brokenshire MP said in a [Parliamentary Written Statement in July 2018](#), that LEP Local Industrial Strategy priorities will help local areas decide on their approach to maximising the long-term impact of the UKSPF “once details of its operation and priorities are announced following the (2019) Spending Review.” In MHCLG Parliamentary Questions on 5 March 2019, the Secretary of State for MHCLG said: “We will be coming forward with details in relation to that fund (UKSPF) and the Spending Review will set out the monetary aspects of this”. A consultation on the UKSPF is expected in 2019.

LEADER Funding Scheme - The [LEADER scheme](#) is an element of the Rural Development Programme for England, funded by the EU and Defra. It aims to support the rural economy by increasing farm productivity, developing small enterprises, rural tourism and rural services. The funding is being administered by eight Local Action Groups (LAGs), each covering a specific area and focused on the things that matter most to their local economies.

Stronger Towns Fund – A £1.6bn fund targeted “at places that have not shared in the proceeds of growth in the same way as more prosperous parts of the country.” It will be used to create new jobs, help train local people and boost economic activity – with communities having a say on how the money is spent. A total of £1bn will be allocated using a needs-based formula. Another £600 million will be available through a bidding process to communities in any part of the country. A prospectus from government is due Summer 2019.

Future High Streets Fund – Announced in December 2018, this £675m fund “will help local leaders implement bold new visions to transform their town centres and make them fit for the future with co-funding to consolidate properties on the high street, improve transport and access into town centres and converting retail units into new homes.

Growth Hubs

There are 38 growth hubs across England - one in each LEP area. They work with local and national, public and private sector partners - such as Chambers of Commerce, FSB, universities, Enterprise Zones and banks, to co-ordinate local business support and connect businesses to the right help for their needs.

The LEP Network maintains a [Growth Hub](#) page to enable visitors to our site to locate each of the 38 growth hubs with links direct to their individual homepages for information and updates.

Enterprise Zones

Enterprise Zones (EZ) were established in 2012. They are designated areas across England which provide tax breaks and Government support to encourage both new and expanding firms into the area. They form part of the Government's wider Industrial Strategy to support businesses and enable local economic growth. The first 24 EZ's were launched in 2012 with an additional 24 new Zones created in 2016 and 2017.

The government announced the location of new [East Midlands Manufacturing Zones](#) in January 2019. A list of LEP Enterprise Zones with individual details is available on the [LEP Network site](#). For further details on Enterprise Zones please [check here](#).



5. SUPPORT

How the LEP Network supports you.

The LEP Network brings all 38 LEPs together, to learn from each other, facilitate the sharing of best practice; and help LEPs to have a collective conversation with government on areas of shared importance; while providing a gateway for stakeholders to receive information about LEP activity. The LEP Network is a not-for-profit company limited by guarantee, governed by [volunteer LEP Chairs](#) who are registered Directors of the LEP Network (Ltd). They are responsible for The LEP Network Limited (the Company) and oversee its operational activity to support LEPs.

The LEP Network supports the work of LEPs on issues of common importance and learning. It aims to promote a 'one LEP' local business voice and present their position to key government ministers, stakeholders, opinion formers, and other external audiences.

Recent examples of how the LEP Network supports LEPs on specific issues include:

- Analysing and managing a collective LEP response to the government's Strengthened LEPs Review. This includes taking forward the specific (and ongoing) primary recommendations of **LEP Delivery Plans**, **LEP Geography proposals** and overlaps, **LEP Legal Personality**, **Local Industrial Strategies**, **National Assurance Framework**, and the overall direction of **LEP implementation Plans**.
- Initiating and managing closer **engagement with government ministers** including the Secretary of State for Education, Damian Hinds, Skills Minister Anne Milton, Local Growth and Northern Power Minister Jake Berry, and supporting LEP Chairs in advance of the Prime Minister's Council of LEP Chairs.
- **Diversity on LEP Boards:** The LEP Network is currently organising a significant conference in London to profile the work LEPs are doing to increase board diversity including getting more women onto LEP Boards. This is a high profile event for all LEPs which demonstrates to government and other external audiences the work LEPs are doing to deliver on the aspiration set out in the Strengthened LEPs review.
- **LEP Impact:** The LEP Network compiles an annual aggregation of key LEP metrics including number of businesses helped, jobs created, houses LEP projects help build, the number of learners trained, total private sector leverage etc. This is used in a range of communication collateral and government communications.
- **UK Shared Prosperity Fund:** As the UK awaits the details of what this will include The LEP Network is preparing to help LEPs respond to promote their position in this space and how they see the UKSPF working in a post Brexit environment to ensure that LEPs continue to provide the leadership into how best to deliver investment in place, in people and in business. The LEP Network has produced a draft plan to help achieve this.

The work the LEP Network does to support LEPs collectively falls under four broad headings:

Best practice sharing and informing. This includes: hosting and coordinating regular 'theme workshops' for LEP officers on particular areas, such as [Industrial Strategy](#), [skills](#), Growth Hubs, communications, [ESIF programmes](#) etc.; hosting and coordinating regular 'operational areas' like the LEP Review, Governance and Transparency, Assurance Framework, data on delivery activity, and [LEP impact and successes](#) etc.

Communications. The LEP Network works to promote the impact of LEPs collectively and increase communication and understanding between LEPs and with external audiences, most notably government ministers, senior civil servants, key business organisations and other stakeholders, and trade and specialist media.



There are a range of channels that help us to do this, for example:

[LEP Network Website](#)
[LEP Location Map](#)
[LEP Board Vacancies](#)

[LEP News](#)
[LEP Network Enewsletters](#)
[LEP Network bulletin](#)

The LEP Network regularly coordinates and facilitates **Communication Forums** which bring together the individual communication leads of LEPs to share best practice and updates on common themes. The LEP Network also produces [The LEP Factor](#), a hard copy and online update of projects that demonstrates the collective value and impact of LEPs across the country.

Influencing. Creating opportunities for LEPs to influence strategic thinking, and emerging government policy e.g. UK Shared Prosperity Fund, Industrial Strategy, infrastructure (linked to National Infrastructure Committee), and housing (linked to Homes England). The LEP Network also coordinates/drafts responses to consultations, Budget statements, and government announcements.

Sponsorship. The LEP Network proactively seeks third party sponsorship to cover the costs of workshops and dinners.

The LEP Network reports to Chairs and CEOs about its work on an annual basis and this includes highlighting the key achievements. In 2018 these included:

- **PM Council:** supported 31 LEP Chairs who attended the inaugural Council meeting with the Rt. Hon Theresa May MP, joined by the Rt. Hon Greg Clark MP, the Rt. Hon James Brokenshire MP, and Jake Berry MP.
- **Workshops/meetings:** bi-annual workshops with LEP Chairs and senior executives on strategic themes, LEP Chair dinner with Ministers, 11 meetings on implementing the recommendations in the LEP Review, 15 with LEP officers on core themes as mentioned in Section 4 below.
- **Stakeholders:** established and maintained relationships with nine HMG Departments: MHCLG; BEIS; DfT; No.10; DIT; DfE; DWP; DEFRA and DCMS. Face-to-face engagement with nine Ministers, and connecting with over 20 senior Whitehall officials in key target departments. Ongoing engagement with Business Representative Organisations - CBI, BCC, EEF, FSB and IoD.
- **Endorsement:** initiated and secured public ministerial endorsements of LEPs from the Prime Minister, Education Secretary, Skills Minister - all linked to key meetings as above.
- **LEP Support:** advice and co-ordination for LEPs (communication leads) on media related issues e.g; LGC, Daily Mail, cross LEP information sharing and alert monitoring.
- **Communication:** 22 LEP Network Bulletins issued, on the latest LEP related information, 7 LEP Network Newsletters produced since January 2018 to over 800 people - with over 45% average open rate. Delivered a new look LEP Network website which showcases the success of LEPs.
- **Proactive social media:** tweets on LEP related news to over 8,600 followers with retweets and sign ups notably from DIT Permanent Secretary, MHCLG Secretary of State, as well as BROs and other key stakeholders; and regular posting to a LinkedIn following audience of over 1,300 people.

The LEP Network runs a series of senior level meetings and workshops that help to formulate LEP policy positions and communicate these and LEP concerns to target audiences. A broad outline of these meetings and workshops is set out below:



Council of LEP Chairs: all LEP Chairs are scheduled to meet with the Prime Minister twice a year for the PM's Council of LEP Chairs. This was initially announced in the Government's Modern Industrial Strategy White Paper in November 2017 with the [first council](#) held on 19 June 2018. The [second council](#) was held on 31st January 2019.

LEP Strategy Group: A regular meeting of a cross section of LEP Chairs get together as a Strategy Group, meeting quarterly for strategic discussions with Whitehall and selected 3rd Party organisations. The Group does not speak on behalf of all 38 LEPs but aims to present a LEP view to government as civil servants and ministers test and develop policy. The group is also used to bounce off ideas and progress of LEP Network activity. All LEP Chairs are welcome to join these meetings.

Targeted Ministerial Meetings: From April 2019, the LEP Network will be working to arrange for LEP Chairs to meet with targeted ministers on priority themes including business support (BEIS); education and skills (DfE); employment (DWP); transport (DfT); trade & FDI (DIT); creative and cultural (DCMS); rural (DEFRA) - and work is underway to engage more with HMT.

Dates of meetings are circulated well in advance with final agendas and papers issued approximately one week prior to meetings. Meetings may also be called at short notice on ad-hoc issue of LEP importance, especially if a Minister is able to attend or has asked if LEP Chairs/CEOs could attend. In this instance the Director of the LEP Network will notify LEP business leaders at the earliest opportunity.

If there is an issue not covered by any of the above, the LEP Network is happy to sound out other LEPs on options and assess the viability of any new meetings if needed.

LEP Workshops: The LEP Network co-ordinates and facilitates a range of cross-LEP workshops on issues of common relevance to LEPs. These are open to all LEPs and include, but are not exclusive to:

- Board Diversity
- Brexit
- Communications
- Creative Industries
- Devolution
- Environment
- Housing
- LEP Review
- Local Industrial Strategies
- Maritime and Logistics
- Rural
- Skill

Dates of meetings are circulated well in advance with final agendas and papers issued approximately one week prior to meetings. Meetings may also be called at short notice on ad-hoc issue of LEP importance, especially if a Minister is able to attend or has asked if LEP Chairs/CEOs could attend. In this instance the Director of the LEP Network will notify LEP business leaders at the earliest opportunity.

If there is an issue not covered by any of the above, the LEP Network is happy to sound out other LEPs on options and assess the viability of any new meetings if needed.

If you would like to attend any of the above groups or have any questions regarding any of the above meetings please contact **Jayne Atkinson** on **07710 085 982** or email jayne@lepnetwork.net.



ANNEX A

GUIDING PRINCIPLES FOR MEMBERS OF LOCAL ENTERPRISE PARTNERSHIP BOARDS

Context

Local Enterprise Partnerships (LEPs) prioritise policies and actions on the basis of clear economic evidence and intelligence from businesses and local communities. Their interventions are designed to improve productivity across the local economy to benefit people and communities with the aim of creating more inclusive economies. To do this effectively, LEPs must have robust governance arrangements that provide the operational independence to take tough decisions and hold local partners to account for delivery. This also requires LEPs to have the organisational capacity and capability to fulfil their roles and responsibilities, including their mission of developing Local Industrial Strategies.

Strengthened Local Enterprise Partnerships, published in July 2018, brought forward several reforms to support this objective including a commitment to develop an induction and training programme. This programme builds on previous work that the Department has undertaken to strengthen LEP governance and transparency and responds to recommendations made by the Public Accounts Committee as part of its review of transparency and decision making by Greater Cambridge Greater Peterborough Local Enterprise Partnership. It should be considered in the context of the revised National Local Growth Assurance Framework, published in January 2019, which replaced the LEP National Assurance Framework, published in 2016.

Purpose

This document, developed by Government in partnership with the LEP Network, is designed to provide knowledge-based guidance for LEP chairs and board members. It forms the basis of a training and induction offer that will be coordinated by the LEP Network.

To support delivery, Government will provide £200,000 to the LEP Network to commission any training necessary to meet the expectations set out in *Strengthened Local Enterprise Partnerships* and the *National Local Growth Assurance Framework*. This document should be used to identify training needs. Complementing this, the LEP Network working with LEPs will develop best-practice guidance for LEP Chief Executives (or equivalent).

The document begins by capturing the behaviours and personal attributes which, alongside the commitment of time and energy to the role, underpin effective governance. Where the Nolan principles advocate invaluable behaviours, this document focuses on the knowledge required for effective governance in LEPs.

Effective governance provides strategic direction and control to LEPs, and creates robust accountability, oversight and assurance for their performance. With this in mind, the guidance has been designed along the key themes of *Governance*, *Strategy* and *Delivery*. This structure aligns to the Annual Performance Review process which assesses LEP performance against these key LEP functions.

Principles and personal attributes for board members

The principles and personal attributes that individuals bring to the board are as important as their skills and knowledge. These qualities enable board members to use their skills, knowledge and expertise to function well as part of a team and make an active contribution to effective governance.

All those elected or appointed to boards should fulfil their duties in line with the seven principles of public life, the **Nolan principles** set out below.



1. Selflessness:

Holders of public office should act solely in terms of the public interest.

2. Integrity:

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

3. Objectivity:

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

4. Accountability:

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5. Openness:

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

6. Honesty:

Holders of public office should be truthful.

7. Leadership:

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

They should also be mindful of their responsibilities under equality legislation, recognising and encouraging diversity and inclusion.

As legal entities they are required to follow relevant legislation and governance arrangements which align to the model they adopt.



Governance

1a. Statutory and contractual requirements

The board must ensure all those involved in governance are aware of the legal frameworks and context in which the organisation operates and the requirements with which it must comply.

The Board should know -

the role, responsibilities and accountabilities of the Board, in the context of the legal, regulatory and financial framework in which it operates, including the LEP Code of Conduct, Articles of Association, National Local Growth Assurance Framework and the LEP's Local Assurance Framework.

how to recognise and utilise any government advice (including the Nolan Principles) and how to apply due skill and care in accordance with their legal duty to the LEP company.

the differing roles and responsibilities of the chair, the S151 officer and the chief executive (or equivalent) and how this relates to the overall governance of the LEP.

the LEPs governance structure, including how governance functions are organised and delegated.

The Chair should know -

the importance of their non-executive leadership role, not just in their current position but in terms of their contribution to local and, where appropriate, national priorities.

1b. Strategic oversight, management and improvement

The board should know the most effective way to oversee LEP staff to ensure that the organisation has the right staff who are managed and incentivised to perform to the best of their abilities.

The Board should know -

the rationale for the chosen strategy/intervention and how this both promotes the ethos of the LEP and meets the needs of the area.

the rationale behind the assessment system being used to measure development and economic growth.

the key principles, drivers and cycle of LEP performance and improvement.

the financial health, efficiency, policies and procedures of the organisation, including its funding arrangements, funding streams and its mechanisms for ensuring financial accountability.

the annual expenditure on staff and resources, and any data against which this can be benchmarked.

The Chair should know -

the economic and institutional context in relation to other LEPs.

how to ensure that the board holds LEP staff to account for financial and business management.

how to lead the board to identify when specialist skills in audit, fraud or human resources are required.

1c. Accountability, self-review and developing the board's effectiveness

The board should be aware of the importance of accountability for the delivery of the LEP's strategic plan, decision-making and oversight of LEP staff.

The Board should know -

the purpose, nature and processes of formal accountability and scrutiny and what evidence is required.

how to effectively present the relevant data and information in response to external scrutiny.

the LEP's values and how these are reflected in its strategies and plans.

the code of conduct for the board and how this reflects the LEP's values.

the targets for improving LEP board diversity.

The Chair should know -

what scrutiny roles and support in other institutions may relate to the LEP's operations.

how to ensure that the board is aware of, and prepared for, formal external scrutiny.

how to utilise deep dive feedback to inform decisions on board development.

the appropriate action to take if board members are not behaving as expected.



Strategy

2a. Setting direction

The board should be aware of how to set the strategic direction of the LEP, plan and prioritise, monitor progress and manage change.

The Board should know -
the role of LEPs within Government's local growth policy agenda.
the process for developing and agreeing strategic priorities for the LEP.
the tools and techniques for strategic planning.
the principles of effective change management.
the difference between strategic and operational decisions.
the importance of engaging with the business community to ensure it fully understands key local priorities.
The Chair should know -
the national and regional local growth priorities and the implications of these for the board and the organisation.
how to oversee the development of an economic strategy and the relationship skills required to work effectively with Government.

2b. Collaborative working with stakeholders and partners

Effective boards are well-informed about, and respond to, the views and needs of key stakeholders. They enable productive relationships, creating a sense of trust and shared ownership of the organisation's strategy, vision and operational performance.

The Board should know -
the key stakeholders and their relationship with the LEP.
how to be proactive in consulting, and responding to, the views of a wide group of stakeholders when planning and making decisions.
how to work in partnership with outside bodies where this will contribute to achieving the goals of the organisation.
how to act as an ambassador for the LEP.
the importance of acting with honesty, frankness and objectivity, taking decisions impartially, fairly and on merit using the best evidence and without discrimination.
how to exercise the principle of collective-decision making.
The Chair should know -
the importance of communicating clearly on strategic issues, especially when engaging with Government.
the importance of ensuring that board members understand the scope of issues in question and are clear about decisions they need to make.
how to facilitate decision-making, and, where there are diverging views, how to effectively summarise the alternative positions to help the board reach consensus.



Delivery

3a. Risk management

Effective boards play a key role in setting and managing risk tolerance. They are able to ensure that corporate and programme risks are aligned with strategic priorities and improvement plans and intervention strategies provide a robust framework for risk management.

The Board should know -

the processes for risk management in the organisation, in particular how and when risks are escalated through the organisation for action.

The Chair should know -

the nature of the risks undertaken by the LEP, its arrangements for active risk management, and the individual responsible for risk management.

3b. Financial management and monitoring

This knowledge will ensure that the board is able to make sufficiently informed and effective decisions on the use of resources and allocation of funds. It will also ensure that public money is utilised efficiently and in the best interest of the organisation.

The Board should know -

the processes for resource allocation and the importance of focussing allocations on impact and outcomes.

the importance of setting and agreeing a viable financial strategy and plan which ensure sustainability.

how the organisation receives funding through the local growth fund and other grants.

how to assimilate the financial implications of organisational priorities and use this knowledge to make decisions about allocating current and future funding.

the importance of robust data collection on project impacts and outcomes to build the local and national evidence base around LEP impacts.

The Chair should know -

the commercial, financial and management arrangements that are appropriate for effective delivery.



ANNEX B

Growth Deal Funding Awarded by Local Enterprise Partnership (£ millions)

	Growth Deal 1 July 2014	Growth Deal 2 Jan 2015	Growth Deal 3 Nov 2016	Total
North East				
North East	289.3	40.6	49.7	379.6
Tees Valley	90.3	13.9	21.8	126.0
North West				
Cheshire and Warrington	142.7	15.1	43.3	201.1
Cumbria	26.8	20.9	12.7	60.4
Greater Manchester	476.7	56.3	130.1	663.1
Lancashire	233.9	17.2	69.8	320.9
Liverpool City Region	229.3	31.6	72.0	332.9
Yorkshire & Humber				
Humber	103.7	9.9	27.9	141.5
Leeds City Region	572.9	54.6	67.5	695.0
Sheffield City Region	297.0	31.0	37.0	365.0
York, North Yorkshire and East Riding	110.1	12.1	23.7	145.9
East Midlands				
Derby, Derbyshire, Nottingham and Nottinghamshire	172.3	22.2	63.0	257.5
Leicester and Leicestershire	80.0	20.3	25.9	126.2
South East Midlands*	146.6	55.7	59.0	261.3
West Midlands				
Black Country	138.7	24.0	55.1	217.8
Coventry and Warwickshire	74.1	15.3	44.2	133.6
Greater Birmingham and Solihull	357.4	21.4	54.2	433.0
Stoke-on-Trent and Staffordshire	82.3	15.4	23.3	121.0
The Marches	75.3	7.7	21.9	104.9



East of England				
Cambridgeshire and Peterborough	71.8	38.0	37.6	147.4
Greater Lincolnshire	111.2	14.8	29.5	155.5
New Anglia	173.3	48.5	69.0	290.8
South East & London				
Buckinghamshire Thames Valley	44.2	8.8	20.5	73.5
Coast to Capital	202.4	35.8	66.1	304.3
Enterprise M3	118.1	29.9	71.1	219.1
Hertfordshire	199.2	22.3	44.0	265.5
London	236.0	58.0	141.3	435.3
Oxfordshire	108.5	9.9	24.2	142.6
Solent	124.8	27.1	31.0	182.9
South East	442.2	46.1	102.7	591.0
Thames Valley Berkshire	96.9	10.2	35.6	142.7
South West				
Cornwall and Isles of Scilly	48.9	11.3	18.0	78.2
Dorset	66.4	12.6	19.5	98.5
Gloucestershire: GFirst	62.5	15.0	29.3	106.8
Heart of the South West	130.3	65.2	43.6	239.1
Swindon and Wiltshire	129.3	11.5	28.1	168.9
West of England	212.6	18.1	52.8	283.5
Total	6,325.0	975.5	1,783.2	9,083.7

* The South East Midlands and Northamptonshire LEPs have now merged. The South East Midlands total includes Northamptonshire's allocations from Growth Deals One and Two.

Source: This table is taken directly from a Cabinet Office and Deputy Prime Minister's Office paper, published in a House of Commons Briefing Paper entitled "Local Growth Deals", March 2019. (Briefing Paper Number 5651.)



ANNEX C

LEP Chairs and Chief Executives

LEP	Chair	Chief Executive/Director	General Contact
Black Country	Stewart Towe CBE DL	Sarah Middleton	info@blackcountrylep.com 08458 151515
Bucks Thames Valley	Andrew Smith	Richard Harrington	info@buckstvalep.co.uk 01494 927132
Cambridgeshire & Peterborough (The Business Board)	Professor Aamir Khalid	John T Hill	contactus@cambridgeshirepeterborough-ca.gov.uk
Cheshire & Warrington	Christine Gaskell CBE DL	Philip Cox	info@871candwep.co.uk 01606 812280
Coast to Capital	Tim Wates	Jonathan Sharrock	01403 333840
Cornwall & Isles of Scilly	Mark Duddridge	Glenn Caplin	info@cioslep.com 01872 224214
Coventry and Warwickshire	Jonathan Browning	Martin Yardley	contact@cwlep.com 01926 418000
Cumbria	Lord Richard Inglewood	Jo Lappin	info@thecumbrialep.co.uk 01768 891555
Derby, Derbyshire, Nottingham and Nottinghamshire (D2N2)	Elizabeth Fagan	Sajeeda Rose	sally.hallam@d2n2lep.org 01159 578250 (assistant)
Dorset LEP	Jim Stewart	Lorna Carver	khill@bournemouth.ac.uk 01202 965868 (Asst. to Lorna)
Enterprise M3	Dave Axam	Kathy Slack OBE	info@enterprisem3.org.uk 01962 846755
GFirst	Dr Diane Savory OBE	David Owen	info@GFirst.co.uk 01242 715480
Greater Birmingham & Solihull	Tim Pile	Katie Trout	gbslep@birmingham.gov.uk 0121 303 4369



LEP	Chair	Chief Executive/Director	General Contact
Greater Lincolnshire	Ursula Lidbetter MBE	Ruth Carver	GLLEPsecretariat@lincolnshire.gov.uk 01522 550540
Greater Manchester	Mike Blackburn OBE	Simon Noakes	info@gmlep.com
Heart of the South West	Steve Hindley CBE DL	David Ralph	info@heartofswlep.co.uk 01935 385977
Hertfordshire	Mark Bretton	Neil Hayes	info@hertfordshirelep.co.uk 01707 358744
Humber	Lord Christopher Haskins	Kishor Tailor	info@humberlep.org 01482 485260
Lancashire	David Taylor CBE	Andrew Pettinger (Interim CEO)	enquiries@lancashirelep.co.uk 01772 536605
Leeds City Region	Roger Marsh OBE	Ben Still	info@the-lep.com 0113 3481850
Leicester & Leicestershire	Kevin Harris	Mandip Rai	admin@llep.org.uk 0116 4542917
Liverpool City Region	Asif Hamid MBE	Mark Basnett	info@liverpoolLEP.org 0151 227 2727
London Economic Action Partnership	Angus Knowles-Cutler (Deputy Chair)	Debbie Jackson	leap@london.gov.uk 020 7983 4628
New Anglia	Doug Field	Chris Starkie	info@newanglia.co.uk 01603 510070
North East	Andrew Hodgson	Helen Golightly	info@nelep.co.uk 0191 338 7420
Oxfordshire	Jeremy Long	Nigel Tipple	info@oxfordshirelep.com 0345 241 1196
Sheffield City Region	James Muir	Dave Smith	enquiries@sheffieldcityregion.org.uk 0114 220 3400



LEP	Chair	Chief Executive/Director	General Contact
Solent	Gary Jeffries	Anne-Marie Mountfield	info@solentlep.org.uk 02392 688924
South East	Christian Brodie	Adam Bryan	hello@southeastlep.com 03330 322946
South East Midlands	Peter Horrocks CBE	Hilary Chipping	info@semlep.com 01234 436100
Stoke-on-Trent & Staffordshire	David Frost CBE DL	Jacqui Casey	contactus@stokestaffslep.org.uk 01785 719000
Swindon and Wiltshire	John Mortimer	Paddy Bradley	Deborah.House@wiltshire.gov.uk 01225 713205 (assistant)
Tees Valley	Paul Booth OBE	Julie Gilhespie	info@teesvalley-ca.gov.uk 01642 524400
Thames Valley Berkshire	Peter Read	Tim Smith MBE	info@thamesvalleyberkshire.co.uk 0118 9450200
The Marches	Dr Graham Wynn OBE	Gill Hamer	enquiries@marcheslep.org.uk 01743 462026
West of England	Professor Steve West CBE DL	Patricia Greer	info@westofengland-ca.gov.uk 0117 4286210
Worcestershire	Mark Stansfeld	Gary Woodman	enquiries@wlep.co.uk 01905 672700
York, North Yorkshire and East Riding	David Kerfoot MBE DL	James Farrar	enquiries@businessinspiredgrowth.com 0160 953 3598



ANNEX D

Key Government Departments and Contacts

Ministry for Housing, Communities & Local Government (MHCLG)

[The Rt. Hon James Brokenshire MP](#) – Secretary of State
[Jake Berry MP](#) – Minister for Local Growth and Northern Powerhouse
[Melanie Dawes DB](#) – Permanent Secretary
[Simon Ridley](#) – Director General, Decentralisation and Growth
[Jo Farrar](#) – Director General, Local Government & Public Services
[Stephen Jones](#) – Director, Cities & Local Growth Unit
[Ed Wagstaff](#) – Deputy Director, Cities & Local Growth Unit
[Joe Manning](#) – Deputy Director, Cities & Local Growth Unit
[Ben Pledger](#) – Deputy Director, Cities & Local Growth Unit

The Department for Business, Energy & Industrial Strategy (BEIS)

[The Rt. Hon Greg Clark](#) – Secretary of State
[Chris Skidmore MP](#) – Minister of State for Universities, Science, Research and Innovation
[Kelly Tolhurst MP](#) – Minister for Small Business
[Alex Chisholm](#) – Permanent Secretary
[Gareth Davies](#) – Director General, Business & Science

Department for Education (DfE)

[The Rt. Hon Damian Hinds MP](#) – Secretary of State
[The Rt. Hon Anne Milton MP](#) – Minister for Apprenticeships & Skills
[Jonathan Slater](#) – Permanent Secretary
[Emran Mian](#) – Director General, Higher & Further Education

Department for Transport (DfT)

[The Rt. Hon Chris Grayling MP](#) – Secretary of State
[Jesse Norman MP](#) – Minister for Transport
[Bernadette Kelly CB](#) – Permanent Secretary
[Clive Maxwell](#) – Director General, High Speed Rail and Major Projects
[Tricia Hayes](#) – Director General, Roads, Devolution and Motoring Group

Department for International Trade (DIT)

[The Rt. Hon Liam Fox MP](#) – Secretary of State
[Baroness Fairhead CBE](#) – Minister for Trade and Export Promotion
[Antonia Romeo](#) – Permanent Secretary
[John Alty](#) – Director General, Trade Policy

HM Treasury (HMT)

[The Rt. Hon Philip Hammond MP](#) – Chancellor of the Exchequer
[The Rt. Hon Elizabeth Truss MP](#) – Chief Secretary to the Treasury
[Robert Jenrick MP](#) – Exchequer Secretary to the Treasury
[Tom Scholar](#) – Permanent Secretary
[Clare Lombardelli](#) – Director General, Chief Economic Adviser



Department for Exiting the EU (DExEU)

[Stephen Barclay MP](#) - Secretary of State

[Kwasi Kwarteng MP](#) – Parliamentary Under Secretary of State (English regions)

[Robin Walker MP](#) – Parliamentary Under Secretary of State (Business engagement)

[Philip Rycroft](#) – Head of UK Governance Group and Permanent Secretary

[Susannah Storey](#) – Director General

[Rhys Bowen](#) – Director for International Agreements and Trade

Department for Digital, Culture, Media & Sport (DCMS)

[The Rt. Hon Jeremy Wright MP](#) – Secretary of State

[Margot James MP](#) – Minister for Digital and the Creative Industries

[Michael Ellis MP](#) – Parliamentary Under Secretary of State for Heritage and Tourism

[Sue Owen](#) – Permanent Secretary

[Matthew Gould](#) – Director General for Digital and Media

Department for Work & Pensions (DWP)

[The Rt. Hon Amber Rudd MP](#) – Secretary of State

[Alok Sharma MP](#) – Minister of State for Employment

[Sarah Newton MP](#) – Minister of State for Disabled People, Health and Work

[Peter Schofield](#) – Permanent Secretary

[Jonathan Mills](#) – Director General, Policy Group (Labour Market/welfare)

A full list of Government Departments and Public Bodies is available [here](#).



ANNEX E

Primary Stakeholder Organisations (Non-Governmental)

Confederation of British Industry

President: John Allan CBE
Vice President: Paul Drechsler CBE
Director-General: Carolyn Fairbairn
<http://www.cbi.org.uk/>

Made UK (was EEF)

Chief Executive: Stephen Phipson CBE
Director External Affairs & Policy: Ben Fletcher
<https://www.eef.org.uk/>

AELP

Chairman: Martin Dunford OBE
Chief Executive: Mark Dawe
<https://www.aelp.org.uk/>

ADEPT

President: Neil Gibson
Vice President: Nigel Riglar
Vice President: Darryl Evers
<https://www.adeptnet.org.uk/>

Federation of Small Businesses

National Chair: Mike Cherry
National Vice Chair: Melanie Ulyatt
Policy and Advocacy Chair: Martin McTague
<https://www.fsb.org.uk/>

Institute of Directors

Director-General: Stephen Martin
<https://www.iod.com/>

Universities UK

President: Professor Dame Janet Beer
Chief Executive: Alistair Jarvis
Director Policy: Chris Hale
<https://www.universitiesuk.ac.uk/>

Local Government Association

Chair: Lord Gary Porter
Senior Vice Chair: Councillor Nick Forbes
Vice Chair: Cllr James Jamieson
<https://www.local.gov.uk/>

<https://www.local.gov.uk/>



ANNEX F

LEP Related Acronyms and Abbreviations

A	
ADEPT	Association of Directors of Environment, Economy, Planning and Transport
ADM	Alternative Delivery Model
AELP	Association of Employment and Learning Providers
AIP	Annual Implementation Plan
ANOB	Area of Natural Outstanding Beauty
AoC	Association of Colleges
B	
BES	Business and Environmental Services
BGP	Business Grant Programme
BEIS	Department for Business, Energy and Industrial Strategy
C	
CaSLT	Care and Support Leadership Team
CBI	Confederation of British Industry
CCN	County Councils Network
CEC	Careers and Enterprise Company
CIL	Community Infrastructure Levy
CIMA	Chartered Institute of Management Accountants
CIPFA	The Chartered Institute of Public Finance & Accounting
CLOG	Communities and Local Government Unit
CLLD	Community Led Local Development
CPO	Compulsory Purchase Order
CPRE	Campaign to Protect Rural England
CSU	Commercial Services Unit
CYPS	Children's and Young Persons Services
D	
DCMS	Department for Digital, Culture, Media and Sport
DCN	District Councils Network
DEFRA	Department for Environment, Food and Rural Affairs
DExEU	Department for Exiting the European Union
DfE	Department for Education
DfT	Department for Transport
DG	Director General (usually senior Civil Service official. CBI and British Chambers also have a DG.)
DIT	Department for International Trade
DWP	Department for Work and Pensions
E	
EAFRD	European Agricultural Fund for Rural Development
EDO	Economic Development Office
EEF	Formerly Engineering Employers Federation (now The Manufacturer's Organisation)
EMFF	European Maritime and Fisheries Fund
EPU	Economic Partnership Unit
ERDF	European Regional Development Fund



E&S	Education and Skills
ESF	European Social Fund
ESFA	Education and Skills Funding Agency
ESIF	European Structural Fund
EZ	Enterprise Zone
F	
FSB	Federation of Small Businesses
FERA	Food and Environment Research Agency
G	
GPF	Growing Places Fund
H	
HE	Homes England or Highways England
HMG	Her Majesty's Government
HMT	Her Majesty's Treasury
HS2	High Speed railway (connecting London, Birmingham, the East Midlands, Leeds and Manchester).
I	
IDSG	Infrastructure Delivery Steering Group
IED	Institute of Economic development
IoD	Institute of Directors
IPT	Integrated Passenger Transport
K	
KPI	Key Performance Indicators
L	
LAG	Local Action Group
LGA	Local Government Association
LGC	Local Government Chronicle (media)
LGF	Local Growth Fund
LGiU	Local Government Information Unit
LIS	Local Industrial Strategy
LTP	Local Transport Plan
M	
MCA	Mayoral Combined Authority
MHCLG	Ministry of Housing, Communities, and Local Government
ME	Midlands Engine
MJ	(The) Municipal Journal (media)
N	
NAF	National Assurance Framework (will be replaced by the National Local Growth Assurance Framework from April 2019)
NIC	National Infrastructure Commission
NP11	Northern Powerhouse 11 (LEPs)
NTKN	National Transportation Knowledge Network
O	
ONS	Office for National Statistics

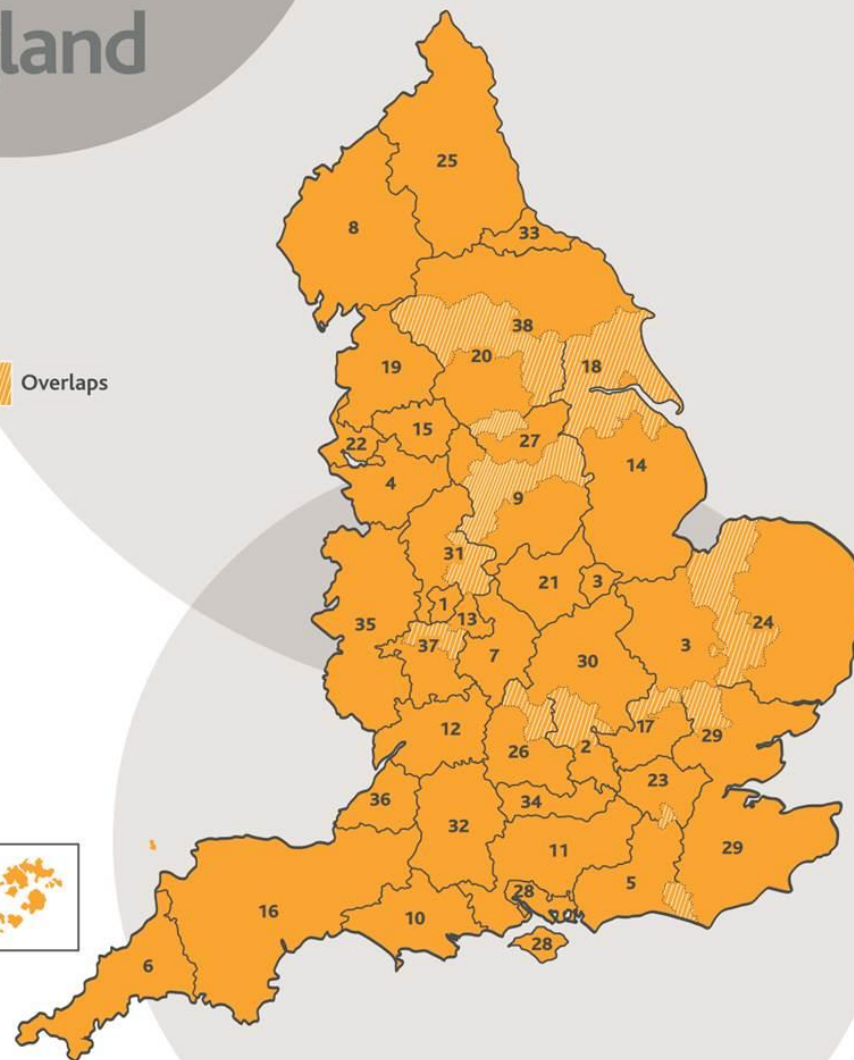


P	
PMF	Performance Management Framework
R	
RPA	Rural Payments Agency
S	
S151	(or Section 151) is the official in a Local Authority Accountable Body who is responsible for oversight that the LEP has in place the processes that ensure proper administration of financial affairs. (The equivalent in an MCA area would be a Section 73 Officer or Section 127 Officer.)
SEP	Strategic Economic Plan
SLA	Service Level Agreement
SMMT	Society of Motor Manufacturers and Traders
SOLACE	Society of Local Authority Chief Executives
SpAD	Special Advisor (political) to Government Minister
STEM	Science, Technology, Engineering, Math
T	
TKN	Transport Knowledge Network
U	
UUK	Universities UK

The Network of LEPs in England

- | | |
|--|--|
| 1 Black Country | 20 Leeds City Region |
| 2 Buckinghamshire Thames Valley | 21 Leicester & Leicestershire |
| 3 Cambridgeshire & Peterborough | 22 Liverpool City Region |
| 4 Cheshire & Warrington | 23 London |
| 5 Coast to Capital | 24 New Anglia |
| 6 Cornwall & the Isles of Scilly | 25 North East |
| 7 Coventry & Warwickshire | 26 Oxfordshire |
| 8 Cumbria | 27 Sheffield City Region |
| 9 Derby, Derbyshire, Nottingham, Nottinghamshire | 28 Solent |
| 10 Dorset | 29 South East |
| 11 Enterprise M3 | 30 South East Midlands |
| 11 GFirst | 31 Stoke-on-Trent & Staffordshire |
| 13 Greater Birmingham & Solihull | 32 Swindon & Wiltshire |
| 14 Greater Lincolnshire | 33 Tees Valley |
| 15 Greater Manchester | 34 Thames Valley Berkshire |
| 16 Heart of the South West | 35 The Marches |
| 17 Hertfordshire | 36 West of England |
| 18 Humber | 37 Worcestershire |
| 19 Lancashire | 38 York, North Yorkshire & East Riding |

 Overlaps



Prepared by the LEP Network

As at June 2018. To be updated when the position on all overlaps are agreed between LEPs and MHCLG, recommended in the *Strengthened LEPs Review*.