



**Cabinet Meeting on
Wednesday 06 March 2019**

**Stoke-on-Trent and
Staffordshire Local
Enterprise Partnership
Review – Move to
Incorporated Body**



Cllr Phillip Atkins OBE, Leader of the Council said,

“The county council has been an active part of the Stoke-on-Trent and Staffordshire Local Enterprise Partnership (SSLEP) since it was created almost a decade ago. Our role has included providing the accountable body role for the LEP and giving direct support through additional dedicated staff time and low-cost accommodation and associated freely provided services.

We now look forward to participating fully within the ongoing development of SSLEP, ensuring that its future direction supports the aspirational and ambitious needs of Staffordshire businesses and communities.

As a democratically elected representative director, the County Council’s Leader will ensure the SSLEP will continue to be democratically accountable to our residents. The role that the county council will play in the SSLEP in promoting economic growth, ensuring the benefit of local people, is considerable.”

Cllr Mark Winnington, Cabinet Member for Economic Growth said,

“One of our top priorities as a county council is to create and develop the right conditions for economic growth. We want our residents to access better jobs and be part of a more prosperous county. Economic growth helps to secure long term financial stability and is a key contributing factor in the wider determinants of health and wellbeing.

Working with the SSLEP, we have already supported the creation of thousands of jobs in higher value-added sectors which will have a positive impact on improving the productivity of Staffordshire’s economy.”

Report Summary:

The government’s National Local Growth Assurance Framework (January 2019) (see Background Documents) requires Local Enterprise Partnerships (LEPs) to move from informal partnerships into an incorporated body structure by 31 March 2019. Further requirements are set out in this guidance document on government

expectation of future LEP Board structure including their size and their representation regarding private-public, gender and diversity mix.

Stoke and Staffordshire LEP ('SSSLEP') proposes to move to a company limited by guarantee structure. At this point, it is proposed that this will be a non-trading body which will seek to minimise costs to the company through use of 'hosting'; arrangements to employ its staff and in continuing to use its accountable body (Staffordshire County Council) to hold and administer its core funding under the instruction of its company directors.

This report seeks approval:

- a. For Staffordshire County Council (the 'County Council') joining the SSLEP company, which it is proposed will be called Stoke on Trent and Staffordshire Local Enterprise Partnership Limited, as a member;
- b. To appoint the Leader of the Council as a director of the SSLEP company initially and to permit the County Council to appoint a new director as and when necessary, with the Portfolio Holder for Economic Growth providing the nominated alternate;
- c. For Officers to consider the implications of the County Council undertaking the administrative role (Company Secretary) for the company, on a temporary or permanent basis with the final decision being delegated to the Leader in discussion with the Chief Executive, and
- d. For the County Council to continue to be the nominated Accountable Body for the company.

Recommendations

I recommend that:

- a. Cabinet approves the County Council joining the new SSLEP company limited by guarantee as a member. Cabinet notes the liability on the County Council in respect of becoming a member of company limited by guarantee as detailed in this report.
- b. Cabinet approves the appointment of the current Leader and any newly elected Leader of the County Council as a Director of the SSLEP company Board of Directors, with the Portfolio Holder for Economic Growth providing the nominated alternate.
- c. Cabinet approves the County Council continuing as the Accountable Body for the SSLEP in its incorporated form
- d. Cabinet approves for Officers to consider the likely additional requirements of undertaking the administrative role for the company (Company Secretary), on either a temporary or permanent basis, with the final decision delegated to the Leader in discussion with the Chief Executive, to undertake that role.

e. Cabinet notes the scrutiny arrangements that will be in place for the new company as detailed in this report.

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| Local Members Interest |
| N/A |

Cabinet – Wednesday 06 March 2019

Stoke-on-Trent and Staffordshire Local Enterprise Partnership Review – Move to Incorporated Body

Recommendations of the Leader of the Council and Cabinet Member for Economic Growth

I recommend that:

- a. Cabinet approves the County Council joining the new SSLEP company limited by guarantee as a member. Cabinet notes the liability on the County Council in respect of becoming a member of company limited by guarantee as detailed in this report.
- b. Cabinet approves the appointment of the current Leader and any newly elected Leader of the County Council as a Director of the SSLEP company Board of Directors, with the Portfolio Holder for Economic Growth providing the nominated alternate.
- c. Cabinet approves the County Council continuing as the Accountable Body for the SSLEP in its incorporated form
- d. Cabinet approves Officers to consider the likely additional requirements of undertaking the administrative role for the company (Company secretary), on either a temporary or permanent basis, with the final decision delegated to the Leader in discussion with the Chief Executive, to undertake that role.
- e. Cabinet notes the scrutiny arrangements that will be in place for the new company as detailed in this report.

Report of the Director of Economy, Infrastructure and Skills

Reasons for Recommendations:

1. The government continues to develop the role of private sector-led Local Enterprise Partnerships (LEPs) within the local economic growth arena. The move to a formal structure for LEPs marks a new phase in this development which aim to move LEPs further towards a commissioning model in which they: have a clear understanding of the economic issues and opportunities for their area; set strategies, priorities and policies to achieve local economic growth; and commission activity and interventions which realise local business potential, increase productivity and higher skilled job growth and result in better opportunities for local communities.
2. The County Council has been a key member of the SSLEP since its inception in 2010, providing the accountable body role for the LEP and giving direct support

through additional dedicated staff time and low-cost accommodation and associated freely provided services.

3. It is essential that the county council continues to participate fully within the future development of SSLEP, ensuring that the strategies and policies of the partnership support the future needs of Staffordshire businesses and communities and that the local authority has dialogue with Staffordshire businesses and can align services and delivery to support their future needs. The work of the LEP supports the realisation of our vision of a **“Connected Staffordshire where everyone has the opportunity to prosper, be healthy and happy”**.
4. **Creating the right conditions for economic growth** is a key priority for the County Council, directly contributing to the priority population outcome for Staffordshire’s people to be able to access better jobs and the benefits of economic growth. Moreover, economic growth underpins all of our priority outcomes, helps to secure long term financial stability and is a key contributing factor in the wider determinants of health and well-being.
5. The make-up of the new SSLEP Board will be influenced by new opportunities and requirements in developing and implementing the Local Industrial Strategy’s five foundations of: People; Place; Ideas; Infrastructure and Business Environment. The county council must ensure that it is proactive in working with its partners within this new structure as it develops this future investment framework for our local area.

Background

6. In January 2019, the government updated their guidance on the requirements of the LEP Review in the final National Local Growth Assurance Framework. A key requirement is for LEPs to move to an incorporated body model that will reflect their “more prominent role in local growth, that they are their own business-led organisations and will allow them to enter into legal commitments to take on further responsibilities in the future” (Strengthened Local Enterprise Partnerships, July 2018, MHCLG). The National Assurance Framework also includes the principles set out by CIPFA (Chartered Institute of Public Finance and Accountancy) in its document published in August 2018 on the role of the Accountable Body in LEPs.
7. In order to comply with the government deadline of setting up the company by 31 March 2019, SSLEP needs the County Council’s agreement to continue to act as Accountable Body for SSLEP in its incorporated form, to agree to join the new SSLEP company as a member, to approve the appointment of an appropriate County Council representative as Director of the SSLEP company board and to consider arrangements relating to the role of company secretary. This report and these decisions are therefore being brought to the County Council Cabinet.
8. The National Local Growth Assurance Framework sets out the following requirements of LEPs:

9. The government expects public-private collaboration to continue within LEPs as at present. Private sector leadership remains integral and business will provide essential market intelligence to inform local decision making. Local authorities are considered critical in providing democratic accountability and community knowledge and in supporting business growth through their statutory functions, investment in economic infrastructure, and wider role in creating quality places. Government has also noted that successful LEPs are those that work closely with universities, further education colleges, the voluntary sector, and other key economic, business and community stakeholders.
10. LEPs will continue to set their own policies and priorities, but Government expects to see a focus on the following:
 - a. **Strategy:** Developing an evidence-based Local Industrial Strategy that identifies local strengths and challenges, future opportunities and the action needed to boost productivity, earning power and competitiveness across their area.
 - b. **Allocation of funds:** Identifying and developing investment opportunities; prioritising the award of local growth funding; and monitoring and evaluating the impacts of its activities to improve productivity across the local economy.
 - c. **Co-ordination:** Using their convening power, for example to coordinate responses to economic shocks; and bringing together partners from the private, public and third sectors.
 - d. **Advocacy:** Collaborating with a wide-range of local partners to act as an informed and independent voice for their area.

Future LEP operating requirements

11. Private sector representatives must form at least two thirds of the company board (by February 2020), with a maximum permanent board of 20 people. Up to five additional people with specialist knowledge may be co-opted on a one-year basis. LEPs are expected to improve the diversity of their board members: in terms of protected characteristics; in drawing from a more diverse representation of sectors and all parts of their geography; and with representation from more entrepreneurial and growing start-ups and from the voluntary and community sector. The government wants to see equal representation of men and women on LEP Boards by 2023, with at least a third of members being women by 2020.
12. The government wants LEPs to be autonomous and self-regulating but will retain “accountability and oversight over the system as a whole.” It will publish a statement on its approach to intervention over non-compliance or underperformance. The level of control which a LEP has over future funding will be linked to LEP performance and individual programme performance. LEPs will be held to account based on their Delivery Plans. LEPs will continue to have accountable bodies (for SSLEP this is the County Council), with their Section 151 Officer (Finance Officer) accountable for the proper conduct of financial affairs. LEPs will need to set out individual accountabilities for spending decisions, appointments and governance (Board, Chair, CEO, sub-boards, accountable body etc), and set out how they will ensure external scrutiny and expert oversight.

13. The body of members will comprise of those who are interested/involved in the work of the company. In respect of LEPs, these organisations are included in the membership of the current LEP Boards. The current SSLEP Board arrangements can therefore be replicated in the incorporated body. The current governance arrangements, set out in the assurance framework/constitution and which have been developed and refined over time to meet evolving government requirements, can also be adapted for use as the basis for future governance arrangements of the incorporated entity.
14. LEPs will be required to hold public Annual General Meetings and will be barred from operating paid membership schemes, ensuring that all businesses in the LEP area have equal access to their LEP.
15. LEPs need an independent secretariat to ensure that the Chair and board members, whether from public, private or third sector organisations, can access impartial advice and support from the LEP as a collective enterprise.
16. LEPs must commit to working with the LEP Network, whose role is to share best practice, convene training for Board Members and LEP staff and represent LEP interests to government and promote the LEP role to businesses. LEPs should consider establishing cross-LEP groups working across neighbouring boundaries and the wider network of LEPs, ensuring that strategies and investments align and best practice is shared.
17. While the LEP Board and its supporting governance structure is the strategic body responsible for decision-taking on programme activity, the accountable body is responsible for overseeing the proper administration of financial affairs within the LEP when these relate to public funds. Public funds will therefore continue to be paid to a single accountable body and an agreed statement included in the Assurance Framework setting out the agreed accountable body functions on finance, oversight and any other technical support.
18. In Autumn 2018, the LEP Network procured legal advice from Sharpe Pritchard on behalf of SSLEP and eleven other Local Enterprise Partnerships that are required to put an incorporated body in place by April 2019. The advice provided covered the most appropriate model of incorporation to meet the needs of a LEP and the implications of the move to incorporation under the preferred model. As part of their remit, Sharpe Pritchard considered several forms of incorporation, including:
 - a. **Company Limited by Shares (CLS)** - a profit-driven model, considered unsuitable for LEPs because LEPs have a wider social function that they must be free to deliver upon.
 - b. **Charitable Company** - These must have objects that are exclusively charitable. LEPs do not meet any of the 13 charitable purposes set out in the Charities Act 2011;
 - c. **Community Benefit Society** - predominantly used to benefit communities operating on a much smaller scale than the LEP remit e.g. sports clubs. This model would not meet MHCLG's accountability and transparency requirements.

- d. **Community Interest Company** – operated as either CLSs or CLGs, they provide an appropriate vehicle for non-charitable social enterprises and must satisfy the community interest test at formation and thereafter. In addition to company legal and filing requirements, they must meet the regulations of the Regulator of Community Interest Companies. CICs cannot transfer assets (including surpluses generated through activities) for less than market value unless to another CIC or charity specified in their articles or consented by the regulator.
 - e. **Company Limited by Guarantee (CLG)** – these are most useful where there is no immediate need for capital to carry out the objects of the company and where it is necessary or desirable to: incorporate; limit the liabilities of the members; and avoid the need to transfer a share every time a member leaves or joins. CLGs have traditionally been associated with charities, trade associations and not for profit companies.
19. Sharpe Pritchard has recommended that a CLG continues to provide the most appropriate model for a LEP. This advice has been followed by the SSLEP and partners.

Geographies

20. It should be noted that the LEP geographies review also forms part of the LEP Review. While a government decision was expected on this issue in October 2018, the local area is still awaiting the outcome. Notwithstanding this, the deadline of moving to a company structure is 31 March 2019 and the government requirements in terms of maximum size of Board and private-public ratios are such that it is possible to progress the company structure in advance of knowing the outcome. While the proposals formulated by SSLEP increase District Council partner representation, SSLEP is understood to be considering additional engagement opportunities for District partners.

SSLEP Future Governance Structure

21. At its meeting of 14 February 2019, the LEP Executive Board endorsed the legal advice received and agreed that the SSLEP partnership is set up as a Company Limited by Guarantee (CLG) by 31 March 2019. Other elements of SSLEP's proposed governance structure are set out below.
22. The government wants existing partners to be jointly and severally liable in taking forward the work of the LEP, ensuring that decisions made by the LEP are covered by company law. SSLEP therefore proposes that all 18 LEP Executive Board members will become Directors of the company. In order to be compliant, the company board would have to meet the two-thirds private: one-third public membership ratio, which equates to a 12 private:6 public, however, the board could comprise of a higher proportion of private sector Directors. Male-female representation requirements will also need to be met, with six women on the company's Board of Directors by 2020. Two new private sector company directors

would be recruited (two current vacancies to be filled) bringing the total up to 18. The new Board of Directors would be constituted as follows:

Private Sector 12:

- a. Chair of the Board – Business – 1
- b. Vice Chair of the Board – Business – appointed from within the membership of the SSLEP Executive Board
- c. Chair of the Strategic Programme Management Group - Business - 1
- d. Business Representatives (ideally the Chairs) of the permanent sub groups (Education Skills & Employment Group/Audit & Finance Group) – Business - 3
- e. Business lead for marketing and inward investment – Business - 1
- f. The Business Chair of the Destination Management Partnership – Business - 1
- g. A business member or members will be nominated as SME Champion(s)
- h. Sector Champions – Business - 2
- i. A University representative - 1 (nominated by the universities)

Public Sector 6:

- j. 1 Representative each from the Accountable Body and City Council who currently provide match funding resources (Elected Members) - 2
- k. 3 District Council representatives nominated by the Staffordshire Leaders Group – 3
- l. 1 Other Public Body representative (the board is currently investigating other public partners based on advice from Government, however this could include another local authority or a further private partner) – 1

Observer:

m. A representative of the Department for Business Energy and Industrial Strategy will be invited to attend in an Observer capacity.

23. In respect of public partner representation, this is a variation from the current arrangement. The County Council and Stoke on Trent City Council currently hold two voting places each on the Executive Board. The places are held by the County Council Leader and Chief Executive Officer from each authority. Under the new company structure this would be reduced to 1 Director/vote per partner, which potentially means there could be a reduction in “influence” that the County Council has within the SSLEP, although it is not anticipated this would become an issue. Under current arrangements, District Council partners have 2 seats/votes on the Executive Board. Under the new company structure this would increase to 3 Directors/votes. These three places would continue to be filled by District Council nominations, under their agreed rotation arrangements. Under the new company structure and in light of the LEP’s requirement to develop and implement the Local Industrial Strategy, a sixth public partner place could be created for an additional public sector partner or a 13th private sector partner from a key sector. While membership remains largely the same, going forward it will be influenced by new opportunities and requirements in developing and implementing the Local Industrial Strategy’s five foundations of: People; Place; Ideas; Infrastructure and Business Environment.

24. In line with government expectation, it is proposed that the County Council should become a member and appoint a director of the new company board. As Leader of the Council, Cllr Philip Atkins has been a member of the partnership's Executive Board since the inception of SSLEP and it is recommended that he should continue to support the work of the LEP on the new board as a company director. It is proposed that the Portfolio Holder for Economic Growth should be nominated as alternate for the Leader of the Council.
25. Members of the company will each hold liability of up to £1.00 (one pound sterling). If the company is wound up whilst the County Council is a member and for one year of the County Council ceasing to be a member, the County Council will contribute the specified amount of £1 to the assets of the company in accordance with the Companies Act 2006.
26. The directors will operate in line with the statutory duties of directors and agreed Code of Conduct and the company's Articles of Association. They will adhere to the established practices relating to Declarations of Interest. In line with the legal advice received, the newly-incorporated SSLEP will take out Directors' and Officers' Insurance.
27. A company secretary could be appointed with responsibility for the efficient administration of the company and ensuring compliance with statutory and regulatory requirements and that the decisions of the Board of directors are implemented. Options were discussed at the LEP Executive Board meeting on 14 February and the Board has requested that the County Council as the Accountable Body undertakes the administrative tasks of filing the accounts and confirmation statement at Companies House and any other necessary filings with Companies House and other agencies. It is recommended that the County Council investigates the likely additional requirements around the role and considers fulfilling it at least on a temporary basis on behalf of the new company, while LEP staffing arrangements are put in place, and that agreeing to fulfil this temporary arrangement and taking the final decision as to whether it retains the role permanently are delegated to the Leader of the Council in discussion with the Chief Executive.
28. SSLEP's Assurance Framework/Constitution will be updated by 31 March 2019 to reflect the new government requirements and new local working arrangements. It would set out the roles and responsibilities of the company's Board of Directors and its Sub Groups and include a Scheme of Delegation.

SSLEP Staffing & Resources

29. In the interest of minimising employee costs and tax liabilities, while maximising available budget against delivery of the work programme, the SSLEP company will:
 - a. **Use partner hosting arrangements for LEP staff:** Currently 3 SSLEP staff are employed, on a year on year basis, through Staffordshire Chamber of Commerce and one is employed by the County Council. These host

organisations provide the HR and associated finance function at no cost to SSLEP. One further member of staff is seconded full time from the County Council at no cost to SSLEP. To ensure that government requirements on independence of LEP staffing are met, clear contracts of employment including reporting arrangements to SSLEP and on acting in line with SSLEP's Code of Conduct set out in the assurance framework. In the interests of clarity for government, partners and stakeholders, all SSLEP staff would use SSLEP branding such as SSLEP e-mail addresses.

- b. ***Pursue cost efficient arrangements for accommodation and associated services:*** The SSLEP secretariat is currently located in the Staffordshire County Council-owned Judge's Chambers in Stafford in two dedicated rooms, with access to a large board room for meetings, on the second floor. SSLEP has its own entrance and improved signage will be investigated. Staffordshire and Birmingham Chambers staff, who are contracted to deliver business support services for SSLEP Growth Hub, are co-located in a third room on the ground floor and provide a reception service for SSLEP. SSLEP pays an annual fee of £17,550 per year to the County Council for this accommodation including associated phone lines, servicing, IT and access to printing facilities and reception service. This arrangement continues to be acceptable to government and uses limited resources efficiently.
 - c. ***Hold its Core Funding with the accountable body*** for distribution under the instruction of the company directors.
30. Other support is freely provided by the County Council in carrying out the accountable body role. In accordance with guidance from central government, it is proposed that the County Council will continue to act as the Accountable Body for the new company. SSLEP will review and update the Accountable Body agreement, in conjunction with the S151 Officer. The in-kind support SSLEP receives through these services and partner time from Stoke City Council is already captured in the evidencing of match funding to secure the SSLEP Annual Core Funds for the running of the secretariat and its functions.
31. The SSLEP company will not initially be "trading", however if the company does begin to trade in the future the County Council will need to consider what support including financial support is provided to the company to comply with state aid law.
32. SSLEP will undertake an exercise to ensure that the skills and capacity within any proposed future staffing arrangements meet the requirements of the company moving forward. The outcomes of this exercise would be brought to the Board of Directors for approval.
33. A key test under the new National Assurance framework is that the SSLEP becomes Independent. The proposed approach to the Secretariat set out above has been discussed with BEIS and is acceptable in terms of meeting the independence test.

Next Steps in Implementing the LEP Review

34. A meeting of Executive Board Members will be arranged during March 2019 at which members will be taken through the articles, the new Company Directors will provide their signatures and a first meeting of the new company Board of Directors will be held to sign off the revised Assurance Framework/Constitution, which will incorporate the proposed Scheme of Delegation and to agree the timetable for the implementation of the remaining areas of the LEP review, which include:
- a. A review of staffing & resources. SSLEP is required to undertake a 'future fit' exercise on staff capacity & capabilities and bring a proposal for the future financing of SSLEP and proposed staffing arrangements to a subsequent Board of Directors meeting for approval.
 - b. Recruitment arrangements for the required new Directors and for the new SSLEP Chair (current chair's term of office ends in March 2020).

Policy Context

35. The vision of the SSLEP closely mirrors that of the County Council, by seeking to ***“enable the growth of a thriving economy throughout the connected county of Staffordshire where everyone has the opportunity to access a better job”***. Over recent years the County Council has delivered successful schemes on behalf of the SSLEP such as the Growth Deal projects at Four Ashes Park, Liberty Park Lichfield, Meaford and Branston Locks. Funding from the SSLEP has also enabled key infrastructure projects such as Stafford Western Access Route, and through its role in overseeing Enterprise Zones, the i54 South Staffordshire site and its Western Extension. All of these projects are directly contributing to the County Council's priority outcome of people being able to access more good jobs and feel the benefits of economic growth.
36. More recently, the SSLEP has sought to secure more jobs in higher value-added sectors which will have a positive impact on improving the productivity of Staffordshire's economy and this will help to put more money in people's pockets and improve quality of life overall. All of this adds up to fulfilling our vision of a **“Connected Staffordshire where everyone has the opportunity to prosper, be healthy and happy”**.
37. An immediate priority for LEPs is to deliver Local Industrial Strategies (LIS) to promote productivity. This should include a focus on the foundations of productivity and identify priorities across Ideas, People, Infrastructure, Business Environment and Places. Preparatory work has begun on SSLEP LIS and the County Council must take an active role in supporting the development of this important Strategy, which will provide an investment framework for Staffordshire that will draw private and public investment to the area, including through funds such as the UK Shared Prosperity Funds.

Financial Implications

38. The SSLEP Accountable Body role, provided by the County Council remains unchanged by the move to a company structure and revised governance requirements. The S.151 Officer role is essential in providing support to SSLEP in ensuring full accountability in the use and administration of public funds and that SSLEP follows the Assurance Framework/Constitution in carrying out its duties. The S151 or nominated officer will attend the company board meetings.
39. The County Council as Accountable Body receives and will continue to receive annual Core Funds from government, on behalf of SSLEP, subject to evidence of required match funding. There are no additional financial obligations on the County Council arising from the recommendations and contents of this report.

Legal Implications

40. As a legal entity, the SSLEP will be required to follow relevant legislation, codes and corporate governance arrangements which align to the CLG model. A CLG requires guarantors who are also known as 'members' of the company. It is proposed that the private sector members will be directors themselves and the public sector members will appoint directors.
41. The County Council has the power to join the SSLEP company and to appoint a director to its board of directors under the Localism Act 2011 general power of competence. The County Council has received legal advice in relation to the Articles of Association and is preparing the final Articles of Association in its role as Accountable Body.
42. The directors of the SSLEP company will need to make sure that they are familiar with the Articles of Association in line with the requirements of the SSLEP Assurance Framework/Constitution. The directors need to understand their rights and obligations in the role of Director of the company. In line with the legal advice received, the newly-incorporated SSLEP will take out Directors' and Officers' Insurance.
43. SSLEP partners must be mindful of the law relating to local authority controlled and influenced companies (Local Government and Housing Act 1989 and Local Authorities (Companies) Order 1995). If a company is considered to be regulated by a local authority, there are several controls to be aware of if the company is considered to be influenced.

Management of Risk:

44. SSLEP has developed and maintains a comprehensive Risk Register which is monitored and managed monthly through relevant sub groups of the Executive Board and overseen by the Executive Board.
45. The Accountable Body will continue to arrange for Independent Audits to be undertaken on an annual basis confirming that the SSLEP is complying with the National Assurance Framework and that all grant terms and conditions are met.

46. The existing annual joint scrutiny arrangements by elected members will also continue.
47. The new company will be essentially non-trading and there are no additional financial or contractual risks associated with the move to a company structure for the new company or the County Council.
48. Financial liability for each Member in the event of the company being wound up is limited to £1.00.
49. If the County Council decided not to become a member of the company it would be unlikely to contribute to and shape the priorities of the LEP to the same extent that it would as a member.

Community Impact Assessment:

50. There are none arising directly from this report however, working with wider public and private partners, through the LEP, to raise business productivity, create new and higher skilled jobs and increase business-relevant local training opportunities will improve economic growth and prosperity to the benefit of our local communities.

List of Background Documents:

National Local Growth Assurance Framework (January 2019)

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/768356/National_Local_Growth_Assurance_Framework.pdf

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