



INTEGRATION PLAN TEMPLATE

INTRODUCTION AND GUIDANCE

The Levelling Up White Paper set out the UK Government's ambition for more integrated, better aligned and empowered local institutions with the tools they need to unlock economic growth and 'level up' at a local level. To that end, the Government is encouraging the integration of LEPs and their business boards or private sector membership into mayoral combined authorities (MCAs), the GLA and institutions with devolved powers for the purpose of hosting a county deal.

This document is intended to provide an illustrative template for those developing integration plans. It should be read in parallel with the guidance published on Local Enterprise Partnership integration on 31 March 2022, available at the following link:

<https://www.gov.uk/government/publications/local-enterprise-partnerships-integration-guidance>

It is expected that the process of integration planning will be led by the body that is taking on LEP functions and roles – i.e. the local authority, (M)CA or institution with devolved powers for the purpose of hosting a county deal, depending on the preferred local solution – working in close partnership with the relevant local LEP(s). The respective local LEP(s) should play a key role in co-developing the plan and should sign it off prior to its submission to government for consideration.

It is recognised that the formal process of transferring any assets, loans, investments or liabilities between existing LEP(s) and local democratic institutions will require agreement between both parties. This form should not therefore be considered a substitute for following the relevant laws and regulations that will apply in such cases. The purpose of this form is instead to aid the process of integration and inform the direction of any future government funding.

In areas currently without a devolution deal, the government will not expect local partners to submit an integration plan; LEP integration will be considered as part of any future negotiations.

The precise blend of LEP services and functions to be integrated will differ depending on local circumstances. In many areas, LEPs are already well integrated into their local (M)CA. Those leading the process of integration planning are therefore asked to complete only those sections of this form which apply in their case.

The document is structured around the following key themes:

- SECTION 1: CORE INFORMATION
- SECTION 2: GEOGRAPHY & GOVERNANCE
- SECTION 3: BUSINESS VOICE
- SECTION 4: PROJECTS, PROGRAMMES AND SERVICES
- SECTION 5: FINANCE & ASSETS
- SECTION 6: STAFFING
- SECTION 7: TIMESCALES & DELIVERY
- SECTION 8: PUBLIC SECTOR EQUALITY DUTY

It is recognised that many of the issues covered in this template will require further development and testing ahead of any formal integration. Those completing the document are therefore encouraged to share as much detail as possible, including any emerging solutions where plans are yet to be finalised.

Where the preferred local solution is to integrate an existing LEP into more than one authority, it is likely that separate forms will be needed for each individual area. However, the process of integration planning may require that both plans are developed in parallel. Government officials will be happy to discuss making alterations to this template to aid the sharing of information on a case-by-case basis,

Any commercially sensitive information may be submitted in parallel to the main integration plan. The use of annexes is also recommended for non-sensitive issues where more detail is required.

Completed plans should be sent to the central LEP Integration inbox (LEP.Integration@levellingup.gov.uk) and copied to the relevant Area Lead in the Cities and Local Growth Unit.

The first deadline for submission of plans to government is 23:59hrs on Friday 29 July 2022. Where more time is needed, local partners are encouraged to contact their local Area Lead to discuss future submission dates. The government remains keen to work with local partners to allow LEP functions and roles to be integrated into local democratic institutions at the earliest practicable opportunity.

SECTION 1: CORE INFORMATION

Core Details & Current Arrangements	
1.1 Name of LEP which is to be integrated.	Tees Valley Local Enterprise Partnership
1.2 Name of authority into which the LEP is being integrated.	Tees Valley Combined Authority
1.3 Current relationship with the LEP	<p>The Tees Valley LEP was fully integrated into the Tees Valley Combined Authority following its establishment in 2016, with the Mayoral Combined Authority assuming most responsibilities previously held by the LEP and the LEP acting principally as the Authority’s formal forum for engaging with the local business community.</p> <p>The Tees Valley LEP is presently made up of 12 private sector members, 6 local authority members (the leader / mayor of the five Tees Valley local authorities and the Tees Valley Mayor), two educational representatives (representing Further and Higher Education) and an observer from local Business Representative Organisations. LEP members are associate (non-voting) members of the Tees Valley Combined Authority Cabinet.</p> <p>The LEP brings public and private sector representatives together to discuss policy and strategy, allowing local business leaders to influence the decisions made by elected leaders at Cabinet. This engagement includes:</p>

	<ul style="list-style-type: none"> • Associate membership of Cabinet – including early consultation on Cabinet papers. • A monthly forum ensuring the voice of business is heard in the development of policy and programmes. • Members acting as Thematic Leads –regional champions for their specialist sectors and the wider Tees Valley economy. • Acting as integral members – including Chairs – of Thematic Advisory Groups within the Combined Authority’s governance and policy-making framework.
Integration Leads	
1.4 Contact details for integration leads	Geraldine Brown, Head of Strategy and Policy (geraldine.brown@teesvalley-ca.gov.uk) Louise Etherington, Policy Officer (louise.etherington@teesvalley-ca.gov.uk)

SECTION 2: GEOGRAPHY & GOVERNANCE

Geography		
2.1 (a) Is the local LEP geography coterminous with the (M)CA boundary or the area over which a devolution deal is being negotiated?	Yes X	No
2.1 (b) If not, does the area situated outside the MCA or devolution deal geography constitute a functional economic area?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
n/a		
2.2 (a) Do you consider it is viable to maintain a separate LEP for the area situated outside the MCA or devolution deal geography?	Yes	No X
n/a		
2.2 (b) If not, please describe the proposed solution for maintaining relevant LEP functions in the area that will remain outside the (M)CA boundary or devolution deal geography.		
n/a		

SECTION 3: BUSINESS VOICE

Current and Future Activity
Please set out how you intend to embed a strong, independent and diverse local business voice in the (M)CA or institution with devolved powers for the purpose of hosting a county deal. Answers should cover the following points:

- (a) **Proposed Model & Governance Structure** (e.g. a stand-alone business board, sub-board or other structure. Please also set out your proposed approach to maintaining any existing thematic sub-boards managed by the LEP);
- (b) **Expected Role & Responsibilities** (e.g. how will members be meaningfully involved in local decision making? How will their independence be maintained; and what responsibilities will they have? *In answering these questions, it may be helpful to attach proposed terms of reference setting out the key functions and objectives of independent business members*)
- (c) **Membership** (including the mix, balance and diversity of independent business members and any other partners drawn from outside of the business community. Please also set out your proposed approach to utilising existing LEP Board Members);
- (d) **Future Recruitment** (including details of how you will ensure business members are openly recruited and politically independent);
- (e) **Continuing Partnerships** (e.g. will any board or equivalent structure and its members continue to play a role in any existing partnerships, such as Town Deal Boards?).

We will build on our well established and integrated LEP structures to create a stronger and more influential business-led partnership that is:

- **Independent** – providing specialist, business-led insights to critically influence, shape and review economic development activity in Tees Valley.
- **Inclusive and Diverse** - providing a representative voice for all businesses in Tees Valley.
- **Innovative** – developing innovative, business-led solutions to address challenges and opportunities, and deliver transformative change for the Tees Valley economy.
- **Intelligence Led** – providing local business insights; drawing on data and intelligence; commissioning bespoke research and evaluation as required – to drive economic growth activity and maximise impact.
- **Integrated** – providing a clear voice for business, strategic connectivity and oversight across the business growth agenda, whilst working collaboratively and effectively with our five Local Authorities and the Combined Authority.

The reinvigorated LEP¹ will deliver for **Business, People and Place**. These core priorities align with those of the Combined Authority and will ensure that business-leaders can fully integrate with Combined Authority structures to influence and effect change.

The LEP will have the following Core Objectives:

- To act as advocates for and influence strategy on behalf of the local business community within the Combined Authority
 - WE WILL DO THIS BY: Business leaders, working with the Combined Authority, to engage early in the development and review of strategy and well ahead of Cabinet approval process; business representatives actively shaping the work of Strategic Advisory Groups; business leaders providing clear and demonstrable engagement with the wider business community; LEP Chair having associate membership of Cabinet and business leaders' representation at Cabinet where appropriate.
- To act as Ambassadors for Tees Valley and its businesses
 - WE WILL DO THIS BY: developing an Ambassadors Programme – with opportunities to be identified, and demonstrated, by all LEP members to champion the Tees Valley economy (locally, nationally and internationally). The approach and messaging will be discussed regularly at private sector group meetings, with Ambassadors' collateral and support provided by TVCA. LEP Members will also represent Tees Valley on relevant regional, pan-regional, national and international forums.

¹ LEP used as a working title. Branding exercise for the Business Leadership Group to take place in September 2022

- To challenge, influence and prioritise Combined Authority policy and programme development
 - WE WILL DO THIS BY: business leaders meeting monthly in private for full debate about key issues, with an effective 2-way flow of communication, escalation of cross cutting priorities and issues between Strategic Advisory Groups and the LEP Chair; LEP member attendance at Cabinet and Overview and Scrutiny Committee; dedicated links between LEP and Local / Combined Authority strategic leads (including LEP Chair engagement with senior points-of-contact within Local / Combined Authorities to confirm strategic alignment and other opportunities to challenge / influence).
- To influence and help determine Combined Authority investment priorities
 - WE WILL DO THIS BY: confirming outcome-based performance indicators and receiving regular performance reporting at LEP meetings. Proposals for investment planning will also be presented by Combined Authority officers to LEP meetings.
- To develop a clear local plan for business growth, with a particular emphasis on SMEs, industrial clusters, inward investment and international trade
 - WE WILL DO THIS BY: business representatives actively shaping the work of Strategic Advisory Groups - with collective discussion about priorities at monthly LEP meetings. Clear alignment will be established with Combined Authority governance structures, and business priorities will be clearly articulated in Combined Authority narratives / priorities.
- To collaborate with and support the Combined Authority on policy and programme development
 - WE WILL DO THIS BY: LEP Strategic leads working closely with identified Local and Combined Authority officer leads. The LEP Chair will receive draft TVCA Cabinet papers following their review by Local Authorities and provide comments / input in partnership with the relevant LEP Strategic Lead.
- Evaluate strategy implementation
 - WE WILL DO THIS BY: Business representatives active role on Strategic Advisory Groups, commissioning implementation activity as required alongside quarterly reporting on the agreed Key Results Areas and Key Performance Indicators.

Further detail regarding ways of working are provided below.

Proposed Model & Governance Structure

- **Standalone Business Leadership Group** – meeting monthly. This body will participate in early consultation on strategy and programme development, ahead of Cabinet approval processes.
- LEP members will be associate members of Cabinet, with the LEP Chair attending all Cabinet meetings and other members attending as required
- Private sector representatives will have a key role on Strategic Advisory Groups and Transport Committee within the Combined Authority's governance and policy-making framework. It is proposed that these groups include:

Business Growth Strategic Advisory Groups

- **SME Advisory Group** – providing strategic oversight of the SME Business Support offer.
- **Industrial Advisory Group** - providing strategic oversight of the Business Support offer, particularly as it relates to medium and larger size companies, with a focus on cluster development, enabling infrastructure, R&D and Innovation
- **Business Representative Organisation Group**– made up of representatives from FSB, CBI, NEECC, Entrepreneurs Forum, Tees Valley Business Club and the Institute of Directors. The group provides representatives of the local business community with a direct line to the LEP and senior Combined Authority officers, while allowing the Combined Authority to hear from a diverse range of voices from

the local business community using established networks with extensive representation.

- **Attractive Place Strategic Advisory Group** – making Tees Valley an attractive place to live, work, visit and invest. A group of representatives with place-based remits, including culture, tourism and community safety
- **Education, Employment and Skills Strategic Advisory Group** – a group of stakeholders from the regional education, training and employment sector. The Skills Advisory Panel for Tees Valley
- **Inward Investment & Trade Strategic Advisory Group** – providing a co-ordinated approach to promote local economic opportunities and attract investment, including Teesside Freeport, Teesworks, Mayoral Development Corporations and Teesside International Airport
- **Digital Strategy Strategic Advisory Group** – overseeing implementation of the Combined Authority Digital Strategy which focuses on digital innovation, skills, services and enabling infrastructure.

Transport Committee – a statutory committee involving Transport portfolio holders across Tees Valley. This group will be Chaired by a Local Authority, in accordance with statutory requirements. The LEP Strategic lead for transport and logistics will be an active member of the group.

LEP members, working with and supported by TVCA officers will:

- Be credible, well networked and active members of the local business community
- Act as advocates for and influence strategy on behalf of the local business community within the Combined Authority
- Act as Ambassadors for Tees Valley and its businesses (locally, nationally, and internationally)
- Challenge, influence and prioritise Combined Authority policy and programme development
- Influence and help determine Combined Authority investment priorities
- Develop a clear local plan for business growth, with a particular emphasis on SMEs, inward investment and international trade
- Collaborate with and support Combined Authority officers on policy and programme development through appropriate channels such as bodies within the Combined Authority governance structure (including where agreed, the Lead / Chair role on Advisory Groups) and the enabling Task and Finish Groups
- Evaluate strategy implementation against agreed Key Results Areas and Key Performance Indicators. Report quarterly to the overarching Business Leadership Group and ultimately to TVCA Cabinet.
- Have a leading role on Strategic Advisory Groups and the development of strategy that is aligned to Tees Valley economic priorities, acting as regional champions for their specialist sectors and the wider Tees Valley economy.

Independence will be maintained through the ways of working set out in this paper.

In the interests of transparency, LEP meeting agendas will be published on the Combined Authority website five working days before meetings take place, and minutes published within ten working days of a meeting.

Membership

- A maximum of 12 private sector members from across all local authority geographies and representing all key economic sectors: Chemicals and Process, Clean Energy & Hydrogen, Health and Life Sciences, Advanced Manufacturing, Digital, Construction, Logistics, Creative and Culture, Business and Professional Services.

- Business Representative Organisations will be represented by a nominated lead from networks active in Tees Valley
- Teesside University will be represented as a key anchor institution, supporting sector development, business growth and development of skills.
- Subject matter experts on an as needs and time limited, task and finish basis at the request of the Strategic Advisory Group lead and the subsequent invitation of the Chair.

Future Recruitment

Any future recruitment will be subject to an open and transparent recruitment process in line with established constitutional procedures and with significant private sector engagement.

Partnerships and Engagement

The LEP Chair will be a member of the Freeport Board, and represent Tees Valley on all relevant regional, pan-regional, national and international networks as agreed with TVCA Mayor and Directors.

Links to local partnerships will be managed through close working with TVCA Cabinet and Officer leads.

Branding

A new brand will be developed for the LEP to include its own stakeholder engagement strategy.

This will demonstrate and ensure its independence of voice, diversity and inclusion, as well as its innovative approach in terms of a reinvigorated business-led partnership that is distinctly different from the historical LEP model, which is underpinned by a data and intelligence led approach.

SECTION 4: PROJECTS, PROGRAMMES AND SERVICES

Current and Future Activity

4.1 Please list the projects, programmes and services currently delivered by the local LEP. (Please indicate in the description where activity is delivered jointly with another partner).

In each case you should indicate whether, subject to receiving equivalent funding, the (M)CA or institution with devolved powers for the purpose of hosting a county deal would continue to undertake each activity. Where a different set of functions/services is being delivered for a neighbouring area, you should repeat the exercise for that area.

Title	Short Description (1-2 sentences)	Will the activity continue once the LEP is integrated? (subject to future funding)	
		Yes	No
n/a		<input type="checkbox"/>	<input type="checkbox"/>

SECTION 5: FINANCE & ASSETS N.B. Please submit any commercially sensitive information in parallel to the main integration plan, where appropriate.

Contracts and Liabilities		
5.1 Please list any existing debts, contracts or liabilities of the LEP. (Where possible, answers should look to include the value and duration of contracts. A separate spreadsheet will be accepted where this information is more easily displayed in that format)		
n/a		
Novation & Assignment		
5.2 Has agreement been reached on which debts/contracts/liabilities will need to be transferred ahead of any integration?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
n/a		
Assets		
5.3 Please list any assets, loans or investments owned by the LEP. (For example, does the LEP own any buildings or intellectual property? Are there any significant capital underspends or outstanding loans?) As above, a separate spreadsheet will be accepted where the information is more easily displayed in that format.		
n/a		
5.4 Has agreement been reached on how assets/loans/investments will be transferred or divided, where necessary?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
n/a		

SECTION 6: STAFFING – N.B. This section should be treated with the upmost sensitivity. Please submit any sensitive information in parallel to the main integration plan, where appropriate.

Current Personnel
6.1 Please outline the current structure and composition of LEP staff? (Please list the number of posts (FTE), by pay band and business area).
<p>All Combined Authority staff are also LEP staff, due to existing, full integration. This includes strategy and development teams, programme management, delivery, communication and administration.</p> <p>One Combined Authority staff member is responsible for the day-to-day administration of the LEP and another acts as Professional Assistant to the Chair, with their salaries paid out of LEP core cost allocations with the remaining LEP core grant contributing towards the salaries of the Combined Authority/LEP staff.</p>
<i>Future staffing implications</i>
<p>Are existing LEP staff expected to transfer over to a new entity (e.g. an MCA) as part of the integration? Answers should cover whether the Transfer of Undertakings (Protection of Employment) (TUPE) Regulations will apply. And if so, when and how will staff be consulted.</p>

All staff are already employed by the Tees Valley Combined Authority and no transfer is necessary.

SECTION 7: TIMESCALES & DELIVERY

Proposed Timescale

7.1 Please indicate your preferred timescale for integrating LEP role and functions.

We intend to seek Cabinet approval for the proposed changes in September 2022 with a view to implementing the changes immediately after approval and holding a launch of the new brand, which will be developed in partnership with local business leaders.

Governance of the Integration Process

7.2 (a) What mechanisms will be in place to manage the integration process at the local level?

The process of integration between Combined Authority and Local Enterprise Partnership is largely complete in the Tees Valley, however our new operating arrangements will be an opportunity to review existing ways of working to enable a stronger and more influential business-led partnership.

The development and implementation of the LEP successor body as part of this review will take place under the governance framework and constitutional requirements of the Combined Authority, which include extensive consultation with stakeholders – including the Local Authorities and local business leaders – a framework which includes comprehensive regulatory oversight, overseen by the Combined Authority Monitoring Officer.

As these changes are likely to necessitate amendment of the Combined Authority Constitution, this governance will include formal public approval by Cabinet, and be subject to oversight from the statutory Overview and Scrutiny Committee.

7.2 (b) If the existing LEP is intending to formally cease operation and dissolve following its integration, who will be responsible for managing the transition and any legacy issues?

n/a

Knowledge Management

7.3 What is the plan for reviewing records ahead of any formal integration to ensure relevant documents are maintained and individuals can continue to access records for continuing work?

n/a

Approvals

7.4 Has this integration plan been agreed by the relevant boards/persons in both the local LEP(s) and MCA (or institution with devolved powers for the purpose of hosting a county deal)? Please attach a signed letter from the Chair of the local LEP(s) by way of confirmation.

Yes

X

No

This integration plan has been tabled at a meeting of the current Local Enterprise Partnership and unanimously agreed by members. The current LEP chair has also held individual consultative meetings with all members.

If agreed by government, these proposals will be formally presented for agreement by Combined Authority Cabinet at its September 2022 meeting. Current LEP members are associate members of this body.

SECTION 8: PUBLIC SECTOR EQUALITY DUTY

Public Sector Equality Duty		
8.1 Has the Public Sector Equality Duty been considered and complied with in the preparation of this plan?	Yes X	No <input type="checkbox"/>
8.2 Where applicable, please describe any impacts – positive or negative – that have been identified on people based on their protected characteristics? (This section should also highlight the steps taken to mitigate any negative impacts that have been identified)		
<p>The Public Sector Equality Duty has been considered as part of the preparation of this plan.</p> <p>The current LEP has publicly committed to – and achieved – a gender balanced membership. This commitment will be maintained under the successor body.</p> <p>The current LEP also has a dedicated Diversity Champion, a member with a specific role for ensuring equality and diversity is at the heart of Combined Authority decision making. This position will be maintained under the successor body.</p>		