



LEP DIRECTORS BOARD

Tuesday, 20th April 2021 at 3.00pm

Via MS Teams

Greater Lincolnshire LEP Board Agenda Monthly

Time	Item	Lead	Status
3.00	1 Welcome, Apologies, Declarations of Interest	Chair	Attached
3.05	1.0 FOR APPROVAL: Board Minutes -23/03/2021 1.1 FOR INFO: Decision Log 1.2 FOR INFO: Review of Actions	Chair	Paper 1.0 Paper 1.1 Paper 1.2
3.15	2 FOR INFO: Chairs Report Verbal CX Report	Chair/CX	Paper 2
Strategy			
3.25	3 FOR INFO: Progress of Midlands Engine Investment Fund for Greater Lincolnshire	Lewis Stringer	Presentation
Governance			
3.45	4 FOR DECISION: Defence Board Terms of Reference	Julian Free/Alison Ballard	Paper 3
Delivery			
3.50	5 FOR ENDORSEMENT : Confidential - Strategic Infrastructure Delivery Plan and Pipeline	Halina Davies, LEP	Paper 4 - Not for publication
Forward Agenda			
4.10	6 Forward Agenda Plan for debate	CX	Paper 5
4.15	Close		

*Access and Circulation of papers is public unless otherwise stated as confidential, and in line with the [Confidential](#) Reporting Policy.

Attendees: Pat Doody - Chair (Non-Executive Director), Cllr Philip Jackson - Vice Chair (NELC), Sarah Louise Fairburn - Vice Chair (Imp & Maker), Debbie Barnes (CX, LCC), Cllr Colin Davie (LCC), Cllr Craig Leyland (ELDC), Cllr Oliver Hemsley (RCC), Cllr Rob Waltham (NLC), Alric Blake (AllTech), Dean Fathers (Health), Gary Headland (Lincoln College, IoD and Lincs Chamber), Zoe King (Epix Media), Nick Worboys (Longhurst), Suraya Marshall (RAF Cranwell), Mandy Watson (Ambitions Personnel), Darren Cunningham (Phillips 66), Yvonne Adam (Youngs Seafood), Alison Ballard (BAE Systems).

Apologies: Andrew Hunter (UoL), Julian Free (UoL), Simon Bird (ABP)

Observers: Pete Holmes (BEIS), Clive Tritton (NLC), Stephen Fidler (DfT) Andrew Crookham (Accountable Body & Section 151 Officer) Simon Green (NELC),

LEP Exec: Ruth Carver, James Baty, Sue Groves

For Agenda items: Lewis Stringer, MEIF

GLLEP Board Quarterly meeting: 28 th May, 30 th July, 26 th November GLLEP Board Monthly meeting: 20 th April 2021, 29 th June, 28 th Sept, 26 th October	GLLEP Investment Board: 28 th May, 7 th September, 26 th November
GLLEP Appointments Committee: 2 nd June	GLLEP Employment & Skills Advisory Panel: 19 th April, 19 th May, 15 th June, 12 th July, 11 th August, 13 th Sept, 13 th October, 16 th November, 14 th Dec
GLLEP Energy Council: 9 th June, 20 th Oct	GLLEP Food Board: 13 th May, 19 th November
GLLEP Health & Care Enterprise Board: 4 th June, 8 th October	GLLEP Manufacturing Board: 28 th April, 20 th July, 12 th October
GLLEP Visitor Economy Board: 22 nd June, 21 st September, 15 th December	



Greater Lincolnshire LEP Board

23rd March 2021

Via MS Teams

Draft Minutes

Present: Board Directors:

Pat Doody - Chair (Non-Executive Director), Cllr Philip Jackson - Vice Chair (NELC), Cllr Colin Davie (LCC), Cllr Craig Leyland (ELDC), Cllr Oliver Hemsley (RCC), Alison Ballard (BAE Systems). Alric Blake (Alltech), Darren Cunningham (Phillips 66), Debbie Barnes (CX LCC), Dean Fathers (Health), Gary Headland (Lincoln College, IOD and Lincs Chamber), Mandy Watson (Ambitions Personnel), Nick Worboys (Longhurst), Simon Bird (ABP), Zoe King (Epix Media), Andrew Hunter (UoL)

Apologies: Andrew Crookham (Accountable Body & S151 Officer), Suraya Marshall (RAF Cranwell), Cllr Rob Waltham (NLC), Julian Free (UoL), Yvonne Adam (Youngs Seafood), Sarah Louise Fairburn - Vice Chair (Imp & Maker), Stephen Fidler (DfT)

Observers: Peter Holmes (BEIS), Simon Green (NLC)

LEP Officers: Ruth Carver, Kate Storey, Sue Groves (Note Taker)

For Agenda items: Clare Hughes (LEP), Kevin Fanning (Metro Dynamics), Sally Crawford (Metro Dynamics)

Apologies and Declarations of Interest - Apologies were noted as above.

Full declarations of interest for each individual Board Director can be found at: <https://www.greaterlincolnshirelep.co.uk/about/boards/> The LEP Board were reminded that declarations of interest are required as part of LEP governance and must be updated at least annually, and if anything changes to the LEP office at the earliest convenience.

The Chair welcomed Simon Bird, Director of ABP to his first Board meeting

Minutes & Matters Arising (Paper 1) - Pat Doody/Ruth Carver

The minutes from the Board meeting held on 26th February 2021 were accepted as a true record.

Matters Arising:

- UK Food Valley - this has been well received by LCC and the Unitary Authorities, they welcome the concept and are supportive.
- Midlands Engine Digital Map - Interactive map is a GIS mapping tool which will be available to IT and Broadband companies and will not show where hot spots are across the Lincolnshire area. LCC have been asked to provide a map. Cllr Davie said that LCC is making a commitment in their manifesto on Broadband Strategy and will be available after the 6th May.
- Freeport bid was successful.

Appointments Committee (Item 2) - Gary Headland

- ❖ The following were approved by the Appointments Committee, but ratification by the Board sought:
 - Appoint Dean Fathers for a 3 year term as Private Director
 - Extend co-opted Director Suraya Marshall for 6 months to 31st August
 - James Pinchbeck appointed as Chair of Business Lincolnshire Growth Hub Board
- ❖ Interviews for the Defence Board have been held with Julian Free appointed as Chair, but will be discussed at the next Appointments Committee for final approval. SB offered his services to be part of this Board.

Decisions

- All the above were ratified.

Equality & Diversity Action Plan (Paper 2.1) - Dean Fathers

- ❖ Previously circulated.
- ❖ Draft aims and objectives are to be representative of the communities that we serve and to have a positive impact and show them what the LEP is trying to achieve in Greater Lincolnshire.
- ❖ Want to be more visible and transparent, ie, increase visibility via social media with the support of the Board.
- ❖ Ensure that all the Advisory Boards and Sub-Committees are taking this message forward.

- ❖ Key activities and objectives have been identified which are far-reaching and comprehensive, as shown in the Plan.
- ❖ Improvements on diversity of the LEP Board have already taken place.
- ❖ Recommendations have been made to enable future targets can be met to ensure that the LEP is demonstrating future targets by practice.

Comments

- Up to the LEP Board to keep it live and ensure that equality and diversity are promoted in all areas.

Decision:

- Equality & Diversity Plan accepted by the LEP Board

Chair & CX Report (Item 3) - Pat Doody and Ruth Carver

Pat Doody

- ❖ PD - Four Roundtables have been held and went very well, with another three to be held. Businesses are enjoying the involvement and have plenty to contribute and definitely vehicles for the LEP to hear of any issues that businesses would like to raise and any priorities that they have.
- ❖ PD - Food Enterprise Zone was launched last week with over 300 people attending.
- ❖ RC - Inward investment enquiries currently at a high level which are in two areas: 1) attraction of the Freeport, German company looking to locate in UK and 2) Food Sector, currently 12 live large scale food sector enquiries, external to the UK, and how they can work locally and innovative expansions of smart factories.
- ❖ PD - Had a meeting with Melinda Johnson (East Midlands Head of Place) and the LEP are pushing for a government department or offshoot located in the East Midlands, preferably for the Food Sector, but also possibly Health and Defence. She is taking this request forward to see what can be achieved.
- ❖ PD - MP engagement is ongoing.

LEP Review - Ruth Carver

- ❖ The Government is committed to considering the evolving role of the LEP and will undertake a LEP Review and detailed proposals will be available before the summer. The government will seek the views of local businesses and ensure that there is clear representation of businesses on LEPs going forward. They will also be looking at geography, but it is believed that this is that there are some overlaps still to be resolved, but could also be to do with number of LEPs nationally. The draft Terms of Reference, which have been circulated, are being developed in partnership with the LEP Network. RC to keep the Board updated as it evolves.
- ❖ The Review is to look at what the LEP's functions are and to be evolved to focusing on the business community.
- ❖ Within the draft Terms of Reference, capital funding or future funding from both the Leveling Up Fund and the Community Renewal Fund will be going to local authorities, which will change part of the role of the LEP.
- ❖ Will update the Board as and when further information is received.

Comments:

- CD said we should be proud of how well the LEP has worked together over a long period and strong make a case, whether private or public sector, that shows that GLLEP has a model that works.
- DF asked whether an East Midlands Combined Authority was under consideration, but pleased to hear that employers and organisations will be supported by this. The challenge is the expanding scope of what the LEP does and the responsibilities and accountability for delivering, additional resources would be needed to enable those responsibilities to be delivered.
- GH - although disappointed about funding be removed from the LEP, the voice of the LEP needs to be heard regarding investment and be the voice of businesses in Greater Lincolnshire.
- DB - Leveling Up Fund and Community Renewal Fund is a pilot ahead for the UKSPF and the more that the LEP can show collaboration and to show that Greater Lincolnshire can work in collaboration across the public and private sectors and how they can influence the future.
- SG - Need to build on working together, ie, Humber Leadership Board and the Greater Lincolnshire Joint Oversight Committee.

Actions:

- Any feedback on LEP Review to Ruth

LEP Visions & Priorities (Item 4 - presentation) - Alric Blake & Zoe King

- ❖ Ruth gave a presentation on the LEP Visions and Priorities which had been discussed at the last Board meeting. The importance of the economy has been at the heart of the Covid response, ie, online Jobs Fair has been created, campaign to get people to work in the food sector and also a very successful Business Lincolnshire campaign with grants and support etc.
- ❖ Even though it has been "business as usual", the LEP has continued to work on funding bids on the Single Local Growth Fund etc and on strategy work.
- ❖ During the year, external drivers have been considered, ie, Covid, Brexit, Green Industrial Revolution, challenges of levelling up, devolution (which has probably been deferred), LEP Futures and UN Sustainability Goals.
- ❖ The Vision that was agreed at the last meeting was to improve the lives and opportunities of communities and businesses in Greater Lincolnshire and Rutland. The challenge is taking this forward and agreeing priorities.
- ❖ There are 4 priorities:
Priority 1 game changers are: UK Food Valley, Humber Freeport, Green Growth, Defence
Priority 2 is Covid Revival
Priority 3 is International Trade and Profile
Priority 4 is Strengthening the LEP
- ❖ Each of the Sector groups and Strategic Advisory Groups have been asked to feed in on their evidence, what value they bring to the economy, ambitions and what is deliverable.
- ❖ Alric - not all areas are included in the priorities, but the adjacent sectors will be taken into account.

Comments:

- ABa asked about using secondees to strengthen the LEP Team, RC responded to say that she would explore this as it would be very useful.
- GH said that Newark Towns Fund is creating an International Air and Space Training Institute and that with the two Freeports in the East Midlands, logistics and wider defence capabilities should be taken into consideration. Aviation and space, more broadly, invite the RAF to narrow down opportunities for research and innovation, education and attracting inward investment from companies.
- DF feels it is much more integrated and is an opportunity to see the golden threads that work through Greater Lincolnshire that ties all the Strategic Advisory Groups together.
- ABa asked how the different sector Boards report to the LEP Board. RC responded that they are invited to a Board meeting to give their updates, which are included on the Forward Plan. ABa suggested that a collective meeting of Chairs be organised.
- SB - connectivity. South Bank of the Humber is well connected by road, but rail links are poor and should be looking to better east/west rail links is key to economic development.
- PJ - upgrade of the A46 would improve the north/south connectivity as part of the road network.
- PH - beyond sectors is there a need to ensure you are across and exploiting Government strategies - Build Back Better: our plan for growth and what is following - Industrial Decarbonisation Strategy, Defence Strategy, Innovation Strategy, Net Zero, Hydrogen and Space as they emerge? Ensure that the LEP makes most of the opportunities that are within those Strategies.
- RC - the document is to be refined and will be shared again. Needed agreement to the direction of strategic priorities and the resources/finances etc.

Actions:

- Amendment to Slide 19 required.
- Document to be refined and circulated.
- Collective meeting of sector board chairs to be arranged.

Gary Headland left the meeting

Report from Employment & Skills Advisory Panel (Item 5 - presentation) - Clare Hughes & Kevin Fenning of Metro Dynamics

- ❖ Clare gave a presentation as a reminder that the Employment and Skills Advisory Panel (ESAP) was set up by the Department for Education and to be implemented by October 2019. The particular roles and responsibilities of the DfE asked ESAPs to complete a full employment and skills labour market analysis. At the end of 2020, the DfE circulated new guidance for ESAPs in order for them to produce a Local Skills Report.
- ❖ The Local Skills Report provides intelligence to central government who are keen to understand how their national Skills and Training and Employment scheme works at a local level. This report brings together local labour market analysis, skills strategy and plans into one place using agreed core indicators. This report is required by April, again in November and then annually.
- ❖ Kevin Fenning gave a presentation stating that the key messages are about the nature of the document and capturing the skills and labour market priorities across Greater Lincolnshire, but is Place based. The document is produced by and for the ESAP, who will lead on many of the priorities, but as with any strategy, it depends on the co-ordination of partnership support. The setting of the objective is to expand the access to training and skills to every part of Greater Lincolnshire.
- ❖ The first challenge is to refresh the Skill Strategy, particularly relating to the effects of Covid-19 and Brexit on a range of sectors and employment and there is a need to think about what businesses need going forward. There is also a priority around careers and graduate retention.
- ❖ Need to maximise the impact of national initiatives, ie, Kickstart, Re-start and the funding from the Community Renewal Fund.

Comments:

- PD said that this is a lot of work for the ESAP and wondered how the ESAP can be equipped with resources to produce and deliver this report.
- DB - ambitious, but will be challenging with 9 priorities. Need to maximise capacity in way the skills operate across the country, harness partners to deliver, need to get MPs support and more control of funding at a local level. Access to T-Levels in rural areas need to be given consideration and there needs to be a clear narrative in order to work collaboratively.
- SG - there are several initiatives in North Lincolnshire and North East Lincolnshire which have been successful, but agrees with the Greater Lincolnshire approach.
- GH would prefer focus on fewer priorities.
- CH would welcome guidance from the Board, as some of the priorities have been taken from the Revival Plan, one of which is a requirement from DfE one is important for the Employment and Skills Advisory Panel. Some of the priorities have already been agreed by the LEP Board, some priorities are ones that the ESAP are passionate about, some are about the Place. Important that DfE know what challenges there are regarding training.

Andrew Hunter left the meeting

Budget Setting 2020/2021 (Paper 6) - Ruth Carver

- ❖ CX seeking approval of an interim budget as it is coming up to year end and the team needs to carry out a complete review of spend for the current financial year, what is left in reserves and what resources there are for the next financial year. The budget will be the same as last year, ie, just over £1m, using approximately £300k from reserves last year and the next year, which has already been approved by Board members. This is an interim budget for the next financial year up to June and will update at the June Board meeting.
- ❖ PD - if the UKSPF is delivered through LCC rather than the LEP, then the 1% surcharge on funds provided for schemes will no longer be available, so leaving a funding gap.
- ❖ RC - Approval regarding priorities from the Recovery Plan, which was agreed last year, gave an allocation for Defence, additional resources within the LEP team, a budget for the Manufacturing Board and will discuss with the Defence and Manufacturing Boards as to whether they will utilise the funding.

Decision:

- The LEP Board supported the Interim Budget.

DRAFT

GREATER LINCOLNSHIRE LEP BOARD ACTION LOG - March 2021

Date	Item	Action	Action by	Status
27/05/2020	Board Briefing	Business Roundtables - Final Report to May Board	James Baty LEP - May 21	Underway
24/07/2020	Board Meeting	Complete Defence Sector Board Recruitment	Alison Ballard/Julian Free - March 21	Completed
		Equality and Diversity Action Plan	Dean Fathers - March 21 Board	Completed
		GLLEP Recovery Fund - Develop outline business cases for the four remaining areas of digitisation, supply chain and transforming skills once revival plan is complete.	Halina Davies May 21	Due May
		Develop an economic dashboard to share regularly with the LEP Board, and wider partners and publish, economic analyst joined the team in Jan 21.	James Baty	Underway June 21
26/08/2020	Board Meeting	Virtual meeting with northern Lincs businesses	Kate Storey	Postponed
06/11/2020	Board Meeting	Local Area Energy Action Plans - Need to look at funding and priorities that can be achieved in a short time and seek funding from local partners - awaiting budget realignment post year end.	Duncan Botting/Andrew Brooks	Pending
		Ask the local authorities to develop a Greater Lincolnshire Digital Strategy Group to take forward joint actions, such as digital mapping and evidence base, digital investment strategy and joint bids. Led by NE Lincs	LEP Strategy Group	Underway
19/01/2021	Board Meeting	Local Area Energy Plans - subject to board approval - circa £20,000 to be used to develop a LAEP.	Duncan Botting/Andrew Brooks	

		Give feedback from the meeting held with Greater Lincolnshire MPs	Ruth Carver	Completed
26/02/2021	Board Meeting	UK Food Valley - Need to build a core team to co-ordinate and accelerate the sector, an indicative budget of £300k per annum is sought. GL LEP Board agree to an initial contribution of £35,000 to kick start activity and planning, with additional contributions subject to an ongoing budget review and alignment of priorities and presentation to be circulated.	Sarah Louise Fairburn	Ongoing
		Collaboration & Transition - Meetings to be arranged with Humber and East Yorkshire LEP once it starts on 1 st April	Pat Doody	Ongoing
		LEP Vision & Priorities: A further discussion on priorities to be held at the March Board meeting and approach Sub-Boards/Committees for their priorities in order to set out ambitions.	Working Group of LEP Board	Ongoing
		Employment and Skills Advisory Panel to discuss the FE White paper further and bring back recommendations to the May meeting.	Simon Telfer/Clare Hughes - May 21	Ongoing
		Draft skills statement report to be written for the March Board meeting	Simon Telfer/Clare Hughes - march 21	Completed
		Health & Care Management Board - Supportive of finding the gaps, but the request for commissioning a report would be discussed as part of the budget process and presentation to be circulated.	Dean Fathers/Andrew Brooks	Pending
23/03/2021	Board Meeting	Feedback on Annual Performance Review	Board Directors	Ongoing
		LEP Vision & Priorities - Document to be refined and circulated	Working Group of LEP Board	Ongoing
		Collective meeting of sector Board Chairs to be arranged		



LEP Board Decision Log for the year to date

Date	Decision Making Body	Decision Made
31/01/2020	LEP Board	<ul style="list-style-type: none"> • Agreed to accept the offer from SUFC regarding legal costs. • Health & Care Enterprise Committee and Food Committee to hold a joint meeting to explore common areas
30/03/2020	LEP Board	Meeting cancelled
29/04/2020	LEP Board	<ul style="list-style-type: none"> • Decision on the GLGF was deferred pending a wider discussion on repurposing LEP funds • Sarah Louise Fairburn was appointed as Private Sector Deputy Chair • Dean Fathers was appointed to the Investment Board • A monthly zoom call with our 10 local MP's is being established during Covid - action from the first call is collective lobbying on increased broadband speeds - action for a collective letter and PR. • Annual Budget for core funding was agreed by the Board • Draft delivery plan agreed subject to final sign off by the Board by email, and further guidance from CLG • Draft Lincolnshire Recovery Plan to come back to the June Board for a business view • Refresh LIS to be considered at the June Board
10/06/2020	LEP Board	<ul style="list-style-type: none"> • Circulate Annual Delivery Plan to be signed off by Board Directors by 10th July 2020. • Agreed that Clare prepare a letter for Government incorporating views of the Board, employers and the ESB • LEP will work with DWP and SHDC on redeployment and retaining • Amended LIS to be published locally subject to further business engagement and buy in from the business community.
24/07/2020	LEP Board	<ul style="list-style-type: none"> • Report on progress on board membership noted • Chairs/vice chairs of Strategic Advisory Boards to be invited to attend future Board meetings - Forward Plan • Impact of Covid-19 - LEP Board approved the paper and agreed the new actions • Re-purposing funds for Recovery Post Covid-19 - Option C was favoured reallocation of £2.4m, with a contingency amount of funding for flexibility purposes of up £500,000 for future use. The £700,000 allocation of additional resources to the LEP for the activity above was approved, with business cases being developed for Digitisation, responding to redundancies, supply chain and

		<p>transforming skills being bought back to a subsequent board to discuss and agree. Budget would be incorporated into the budget process, and reporting on progress would be undertaken through the normal quarterly reporting mechanisms.</p> <ul style="list-style-type: none"> • Finance & Audit Report - 19/20 Financial Statement was approved by the Board and agreed for publication and 19/20 Audit Report was approved by the Board
26/08/2020	LEP Board	<ul style="list-style-type: none"> • Approval of minutes from 24th July 2020.
30/09/2020	LEP Board	<ul style="list-style-type: none"> • Seek vice chair nominations for all boards • In the New year 2021 Officers to arrange an additional workshop on the Local Assurance Framework • GL CSR asks - Board Directors to discuss with their link or local MP • Equality and Diversity Action Plan to be developed • Reallocation of funds for Team Lincolnshire from MIPIM to Team Lincolnshire Business Plan - £15,000. • ESAP member to join the Centre for Better Ageing board.
06/11/2020	LEP Board	<ul style="list-style-type: none"> • Approval of appointment of auditor continuation - subject to approval of the accountable body • The LEP Board approved the direction of travel for Humber Freeports proposal to be developed • Agreed to forward a Collaboration Board between Humber and Greater Lincolnshire LEP • The Board approved the Recovery plan, and delegated the final sign-off to the Chair and Chief Executive.
19/01/2021	LEP Board	<ul style="list-style-type: none"> • That the Chair and CX be given delegated authority to support the bid and provide letters of support for the Humber Freeports
26/02/2021	LEP Board	<ul style="list-style-type: none"> • Local Area Energy Plans for southern lincolnshire - Board support for the approach, however financial contribution from the LEP would be considered at the budget realignment. • Health and Care - Board support for the approach of mapping opportunity, however financial contribution from the LEP would be considered at the budget realignment. • Approval of the UK's Food Valley Strategy and resources allocated.
23/03/2021	LEP Board	<ul style="list-style-type: none"> • Recommendations of Appointments Committee ratified by the LEP Board • Equality and Diversity Plan approved by the LEP Board • LEP Board approved the Interim Budget

Paper 2 – Chief Executive's Report

Publication	Public Paper (published)					
Meeting date:	20 th April 2021					
Agenda Item:	2					
Item Subject:	Chief Executive's Report					
Author:	Ruth Carver					
For:	Discussion		Decision		Information	X

This report provides an overview of LEP team activities since the last meeting. It incorporates both Covid-19 specific activity and business as usual. The report is split into five parts, reflecting the different strands of LEP activity: 1) LEP programmes 2) Strategy 3) Strategic Advisory Boards and external partnerships 4) Engagement and promotion 5) Governance, Operations and Finance

Recommendation: The Board is asked to note the contents of the report

Highlights -Humber Freeport - The Government confirmed in the Budget that Humber Freeport. The LEP executive team were heavily involved in the bid and will now be lending time and resources into the team putting together the business case which is required to be signed off by Government before Freeport status and its benefits can become operational. The Humber Freeport at the time of submission was the highest scoring submission.

LEP Single Local Growth Fund - March 2021 marks the financial end of the Single Local Growth Fund programme, and from the original growth deal programmes of for Greater Lincolnshire of budget of £8.6 million remains to be spent from offset in 21/22 and 22/23.

LEP Getting Building Fund - All projects have now been through appraisal and approval, and a spend of £25.8 million.

Area One LEP Projects and Programmes

EU Exit related support - Our Growth Hub continue to proactively support businesses that would benefit from EU Exit related support, as well as responding to businesses seeking support. A quarter of those supported are provided with in-depth and specialist support, with exporting and customs advice and guidance the highest requested type of support. EU Exit webinars on key topics are currently being delivered. Both the proactively support and webinars will continue to the end of April. The Growth Hub also continue to see SMEs coming forward seeking grant support with the team and are working with a diverse range of businesses to ensure that they have access to appropriate financial support to both sustain and grow businesses.

Peer Network Programme - The Greater Lincolnshire Peer Network Programme for 2020/21 is drawing to a close, with all cohorts scheduled to be complete by the end of March. BEIS have confirmed funding for another round of Peer Networks to run for 2021/22 and the LEP has been awarded sufficient funding for a further cohorts to be delivered in the next financial year.

Enterprise Adviser Network -The Enterprise Coordinators continue to work with Lincolnshire secondary schools and Colleges to match them with a local business leader (Enterprise Adviser). The role of the business leader is to support schools and colleges to meet national career benchmarks for meeting with employers and experiencing the world of work. Targets for this project are set by the Careers and Enterprise Company. Highlights on progress so far include:-

- 54 out of 62 possible schools and Colleges are signed up to the programme.
- 50 out of those 54 institutions are paired with a business, with the remaining schools due to be matched imminently.

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- 11 new schools/colleges have joined the network since September 2020.
- 19 new 'matches' between schools/colleges and Enterprise Advisers have been made since September 2020.

48 public and private sector organisations are involved in the Network, representing a cross-section of key sectors in Greater Lincolnshire and Rutland. Significant efforts have been made by all involved to support schools and colleges through uncertain times, and ensure that young people benefit from an effective careers strategy. For example, the team have facilitated over 100 business hours of employer activity in schools/colleges since March 2020, and have delivered training for schools and businesses on how to organise virtual work experience programmes. Locally, the team provide a valuable service for Career Leaders and Senior School Leaders in terms of Careers Education, Information, Advice and Guidance.

COVID Response & Business Recovery - The Business Lincolnshire Growth Hub continues to provide an essential service to businesses, although activity through Q4 continued to move away from initial crisis towards more Growth related activity, however, the second National Lockdown and Christmas period during this quarter continued to impact businesses. The Growth Hub has seen a slight increase in enquiries, Working with the LEP's Comms team, the Growth Hub are actively promoting business support.

A number of additional funds were awarded by MHCLG and BEIS to Growth Hubs to support with recovery activity and a number of new support measures commissioned during Q2 have now commenced delivery. This new provision includes:

- The Manufacturing Transformation Programme is designed to help the manufacturers overcome the challenges set by the COVID crisis and adapt to future consequences by improving business performance, innovating product and service offerings or developing new business. Following a review meeting, the business will receive a tailored report of potential areas for growth or improvement. After this, a business coach is appointed to help the company realise the changes over the course of an 8 month period.
- The Supply Chain Improvement Programme helps businesses to identify current Supply Chain Gaps through a combination of one to one support and workshops,
- The Greater Lincolnshire Manufacturing Network (GLMN) is a new network, led by the University of Lincoln which will work to support the growth and development of SMEs by promoting best practice, new manufacturing processes and partnership opportunities. The network will be piloted for 1 year and members will be able to join free of charge.
- The Made In Lincolnshire interactive brochure is being updated, this digital brochure will be used as a tool to showcase the strength and diversity of the manufacturing and engineering sector and support local, regional and national supply chain opportunities.
- The RESTART Support Programme assists businesses who are either exporting or importing and require specialist support and guidance in navigating the complexities of trading and ensuring compliance with trade regulations post EU exit. The support is delivered both via webinars (1 to many) and 1:1 support (currently virtually).
- The Building Business Resilience Programme aims to ensure that businesses in the East Midlands are informed and prepared to deal with any challenges that may result from the UK's departure from the European Union, as well as to help them spot and capitalise upon opportunities that may result. The Programme offers a range of webinars to businesses.
- The Peer Networks programme is a national initiative which will see the creation of a series of peer networks (cohorts), with each group consisting of 8-11 owners or managers from the SME business community participating in each network. Led by an experienced

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facilitator, these peer networks will have 18 hours of action learning through 2-3-hour virtual workshop sessions. Individual one-to-one support to help to implement and manage change. We have networks covering a range of sectors; High Growth, Manufacturing, Health & Care, Charities, Rural, Visitor Economy, Agri/Horti and General.

Redundancy Support - Redundancy support is an area which is becoming more relevant as the negative impacts of the pandemic start to be reflected in job losses, particularly as we look towards the end of government support such as the furlough Scheme on 30th April 2021. The main source of support for Employers and Employees is the Rapid Response Service provided through DWP, but there are other sources of support available through the Business Advisers, the Chamber of Commerce HR Hub, the mental health support tools, etc. and the Growth Hub has created a toolkit for SMEs which pulls this information together.

EU Exit support - In the run up to the end of the Transition period and for the first quarter beyond the 31st December 2020, the Growth Hub has ensured a range of support is available for SMEs to access. This includes:

- extending existing provision delivered by our two Business Resilience support providers for import / export queries and wider EU Exit issues through to end March 2021
- extending existing provision delivered by our EU Exit Adviser to deliver tailored action plans for businesses through to end March 2021
- EU Exit Telephone Helpline delivered by Lincolnshire Chamber of Commerce
- an outbound contact campaign that proactively contacts businesses in Greater Lincolnshire to discuss the impacts of the EU Exit and signpost to the support that is available.

Project Funding - Single Local Growth Fund (SLGF) - March 2021 marks the financial end of the Single Local Growth Fund programme, and from the original growth deal programmes of for Greater Lincolnshire of budget of £8.6 million remains to be spent from offset in 21/22 and 22/23.

Getting Building Fund - All projects have now been through appraisal and approval, and a spend of £25.8 million.

EU Funding Programmes

LEADER - During Q4, January to March 2021 a further 23 LEADER projects were completed in the Lincolnshire Local Action Group (LAG) areas of Coastal Action Zone, Lindsey Action Zone, Kestevens, and Wash Fens. The final grant payments made to these projects totalled £584,769.49

By its conclusion the LEADER programme will have distributed £6,117,862 and supported 185 projects across rural Lincolnshire. Projects funded support the rural economy by creating jobs or growth through improved productivity or efficiencies. Grants have played a key role in encouraging businesses to adapt to new technologies and invest in innovation.

It was announced in March 21 that £56 million of ERDF funding to support local economies to safely open up in the summer and also to build back better from the pandemic. This additional funding, named the Welcome Back Fund, builds on the Re-opening High Streets Safely Fund (RHSSF) and forms part of the wider support government is providing to communities and businesses, to protect jobs, support the most vulnerable and ensure no one is left behind as we continue to tackle the CV-19 crisis and begin to build back better. It is also anticipated that the programme's underspends are to be used in a reserve fund, but discussion is on-going on how the fund will be applied taking into account the requirements of Covid recovery.

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Area Two - Strategy

Humber Freeport - The Government confirmed in the Budget that Humber Freeport. The LEP executive team were heavily involved in the bid and will now be lending time and resources into the team putting together the business case which is required to be signed off by Government before Freeport status and its benefits can become operational. The Humber Freeport at the time of submission was the highest scoring submission.

Economic Recovery Plan - Government has replaced the Industrial Strategy with the Build Back Better: Plan for Growth, which was published as part of the March budget. Much of what was in the Industrial Strategy is reflected in the new plan with skills, innovation, infrastructure, business support, place within the context of levelling up and net zero key themes throughout. This change will enable us to proceed more freely with our plans to bring the Protecting, Progressing Prospering: Greater Lincolnshire's Economic Plan for Growth Partners remain in agreement that our shared ambitions and vision to drive food valley, decarbonisation defence and freeports economic growth across Greater Lincolnshire. Our aim therefore is to publish the Economic Plan for Growth asap.

3) Strategic Advisory Boards and external partnerships

Business Intelligence - Covid-19: Weekly intelligence returns in the last few weeks has highlighted sentiment from businesses towards the roadmap for easing restrictions and the budget statement. Intelligence received from food manufacturers and home improvement companies have indicated they have had a remarkable year and set them on the path for growth. On the other hand, many businesses are starting to set out their plans for reopening across sectors such as hospitality, the visitor economy, the cultural sector, non-essential retail, leisure sector, and market stalls. The visitor economy is gearing up with huge demand for staycations again this year and we are starting to see businesses in that sector recruiting for full and part-time contracts.

EU Exit: Business intelligence captured through the LEP's work:

- Businesses are highlighting the impact of import delays on their business, with some highlighting they are close to closing as a result.
- Rules of Origin still being raised as a concern by businesses.
- Businesses are still struggling with the changed tariffs and duties, and the subsequent impact on their business.
- Northern Ireland documentation has been raised as an area of struggle.
- Documentation and costs around trade are still barriers for businesses.
- Have businesses wanting to know more about EU Settlement Scheme.
- Seeing issues around the export of goods to Northern Ireland after importing from the EU.
- Many businesses want to understand the new VAT requirements.
- Businesses want to understand long stay visas and how to apply.

Skills and Employment

Skills Advisory Panel (SAPs) - The Local Skills Report is currently being finalised and will be published on the LEP website during April. This is part of our funding requirement for the Department for Education and provides a strong foundation to support the development of the Skills Investment Plan.

Monthly Jobs and Careers Fair - So far the series has welcomed over 4,000 visitors over 5 live events, with around 70 exhibitors attending each fair. Feedback from exhibitors, visitors and wider stakeholders has been very positive, with the series of fairs looking likely to continue well

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into 2021. The next Online Jobs Fair will take place on Wednesday 28th April, 2021, and will be hosted by LEP Board Director, Mandy Watson, Director, Ambitions Personnel, who is delivering the welcome talk. Employers, Greater Lincolnshire training providers, and support services are welcome to register free of charge

Team Lincolnshire

TL continues to grow and we are seeing tangible evidence that the ambassador programme is shaping and driving growth and investment throughout the region.

The main delivery platform remains digital and we are continuing with our online events - both webinars and the virtual Coffee Clubs and have hosted 46 Coffee Clubs and 12 webinars. Since January we have hosted webinars on the Lincoln City Towns Fund Deal (78 attendees), the Boston Skegness and Mablethorpe Towns Fund Deals (79 attendees), An Introduction to North, North East Lincolnshire and Rutland (48 attendees), Industrial Decarbonisation (37 attendees), and the South Lincolnshire FEZ (a Sitematch 365 event hosted with 3Fox) which attracted 283 attendees and a 450 registrations. We also hosted a joint event with Midlands Insider magazine on Agri-tech and the Food sector in Greater Lincolnshire (135 attendees).

The event we hosted with 3FOX has proved to be successful in creating solid leads and enquiries for the South Lincolnshire FEZ, with at least four parties now looking at buying land.

We have further webinars planned on the Visitor Economy with Lincoln City Football Club and Visit Lincoln, Free Ports and Decarbonisation and Clean Energy for May and June.

We continue to see so many members collaborating together, as well as helping drive forward a host of projects for our great region. We now report on these on a regular basis via social media, the newsletter, and the website.

Team Lincolnshire is also helping drive our Foreign Direct Investment programme (FDI). North Lincolnshire County Council together with Lincolnshire County Council and the Greater Lincolnshire LEP are supporting a company to expand with an investment of £1.6M, as well as creating nine jobs. South Holland District Council again with support from LCC and GLLEP are supporting a food sector business to expand with investment into new office accommodation and IT infrastructure.

Lincolnshire County Council is also working with Faithful & Gould, Lindum, Longhurst and Henry Riley to collate research to help shape a MMC business plan for our region.

4) Engagement and promotion - A full update will be given at the year end

Some taster headlines across the year include:-

- 25 News releases issued
- 75 new stories on LEP website
- 36 new stories on Team Lincolnshire website
- 780 items of media coverage
- AVE equivalent value of coverage £643,000+

- LinkedIn page (+132%)
- Facebook (+504%)
- Database registrations up 20% over the last year

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5) Governance, Operations and Finance

This section provides an update for the board on any key operational matters as well as a headline summary of the LEP's operational finances.

Peer Review

We held a Peer Review meeting with South East Midlands LEP recently. We identified a number of areas where we might benefit from collaborating - and will continue our work building on that relationship.

Budget

Detail on the operating budget will be at the quarterly meeting in May 2021

Finance

The next set of management accounts will be the full financial year, April 2020 - Mar 2021. These will be published in the May board papers. There have been no extraordinary or unexpected costs since reporting last month.

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Key Actions for 2020/21

Key actions for 2020/21		Section detail and lead		
Strategy	Local industrial Strategy (LIS) and Recovery and Renewal Plan Completion: <ul style="list-style-type: none"> Finalise Engagement, testing and development Publication Implementation plan for the LIS - Focus on Recovery and Renewal 	September20 TBC Ongoing	1.1 Local industrial Strategy (LIS) and Recovery and Renewal Plan Completion	<ul style="list-style-type: none"> James Baty
	Implementation of SAP Priorities	Ongoing	1.2 Skills Advisory Panel	<ul style="list-style-type: none"> Clare Hughes
	Liaison with Cities and Local Growth Unit: Local Industrial Strategy: the LEP will continue to provide regular updates and maintain engagement with Cities and Local Growth Unit on progress on the completion of its Local Industrial Strategy and Recovery Plan and other strategies. Cities and Local Growth Unit will respond to LEP requests for support and challenge, drawing in other Government Departments as appropriate.	Ongoing	1.1 Local industrial Strategy (LIS) and Recovery and Renewal Plan Completion 1.6 Working with national/ reg bodies 1.6.1 Midlands Engine 1.6.2 Midlands Connect 1.6.3 Northern Powerhouse	<ul style="list-style-type: none"> James Baty/Cathy Jones Ruth Carver/ Linsay Hill Pritchard Ruth Carver Ruth Carver Ruth Carver
	LEP Geography: Following government confirmation on Greater Lincolnshire LEP's geographical boundaries transition to non-overlapping geography by March 2021. The LEP will reflect this in the development and focus of its Local Industrial and other strategies, as well as opportunities to strengthen collaboration.	March 2021	1.5.1 Humber LEP 1.5.3 Rutland 1.5.4 New Anglia & CPL 1.5.5 LEP Network	<ul style="list-style-type: none"> Ruth Carver Ruth Carver Ruth Carver Ruth Carver
	Deliver against communications and engagement plan for 2020/21	Ongoing	1.3 Communications and Partnerships	<ul style="list-style-type: none"> Kate Storey
	Review of the LEP's social media presence	December 2020	1.4 Development of engagement plans & channels	<ul style="list-style-type: none"> Kate Storey
	Continue to work with Lincolnshire County Council to	April 2021	1.7 Strengthening links with Hunan,	<ul style="list-style-type: none"> Angela Driver

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	<p>build on links with China, including:</p> <ul style="list-style-type: none"> • Production of a list of China-ready businesses • Work with the Hunan Department of Commerce and the Foreign Commonwealth Office to support business matching 		<p>China</p>	
	<p>Business Lincolnshire - Growth Hub</p> <ul style="list-style-type: none"> • Deliver a comprehensive growth hub and programmes for the business community of Greater Lincolnshire through the Growth Hub Governance Board • Deliver a programme of support to 36 scale up businesses across Greater Lincolnshire • Increase the profile and reach of the Business Lincolnshire Growth Hub, through virtual and in some cases face to face adviser visits, website access (15 % increase), newsletter registrations (50 % increase) and social media awareness (25% increase) • Intensively assist 345 SME businesses through the Growth Hub's ERDF contracts April 2019 - March 2020 (P13s) • Digital Conference November 2019 - raise the profile of and help businesses to increase the use of digital technology • Achieve client satisfaction of at least 90 % • Create a minimum of 100 new jobs • Additional government funding will be used to provide robust sector provision and transformational advisory support. These support offers will be free of charge and open to ALL 	<p>April 2021</p>	<p>1.10 Working with Business</p>	<ul style="list-style-type: none"> • Angela Driver

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	businesses in the GLLEP & Rutland area (not just ERDF eligible).			
	Team Lincolnshire: <ul style="list-style-type: none"> Events and Networking: Deliver a programme of events and networking opportunities to promote Lincolnshire and encourage investment Promote Lincolnshire platform: Continue to develop social media and other platforms, and relevant content for members Membership: Continue to grow the Team Lincolnshire community of members 	April 2021 (level of engagement will be affected by Covid 19)	1.11 Team Lincs Ambassador Programme 1.12 Promote Lincolnshire	<ul style="list-style-type: none"> Karen Seal Karen Seal
	Participate in development and implementation of the Greater Lincolnshire Vision for Growth 2050 and the HIG Action Plan	Ongoing	1.8.1 Lincs Housing Growth Deal	<ul style="list-style-type: none"> Cathy Jones
	Annual Conference and AGM	Postponed due to Covid -19.	1.3 Communications and Partnerships	<ul style="list-style-type: none"> Kate Storey
Delivery	Project Delivery Programme: LEP and Accountable Body to meet with Cities and Local Growth Unit to review progress against the growth deal programme, informed by the quarterly data returns, in August 2020 (Quarter 4 and Quarter 1), October 2020 (Quarter 2) and January 2021 (Quarter 3).	31 March 2021 Completion Quarterly	1.9.1 University Collaboration projects 1.9.2 FE Collaboration projects 1.9.3 Skills Capital Investment Fund 1.9.4 Working with Schools (EAN) 2.1 Growth Deal 2.3 LEP/other funds	<ul style="list-style-type: none"> Halina Davies Halina Davies Clare Hughes Natalie Poole
	Programme and Risk Management: The LEP and Accountable Body will regularly update Cities and Local Growth Unit on the development and implementation of the enhanced programme and risk	Ongoing	1.9 Investing in Education (SLGF)	<ul style="list-style-type: none"> Halina Davies/ Clare Hughes/ Linsay Hill Pritchard

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	management procedures.		2.1 Growth Deal 2.1.6 Coastal Communities Fund	<ul style="list-style-type: none"> • Halina Davies • Nicola Radford
	<p>Getting Building Fund GLLEP has also been given an indicative allocation of £25.8m for the Getting Building Fund to be delivered by January 2022. Schemes /programmes under this fund were confirmed with Government on the 4 August 2020.</p> <p>Programme to be contracted by early 2021 in order to enable delivery by March 2022.</p> <p>A Skills Capital Programme</p>	<p>4 August 2020</p> <p>Ongoing (Delivery by March 2022)</p> <p>Closing 8 September 2020</p>	2.2 Getting Building Fund	<ul style="list-style-type: none"> • Halina Davies • Halina Davies • Halina Davies Clare Hughes
	<p>Project Pipeline: LEP to continue to update its existing project pipeline in preparation for new funding opportunities.</p> <p>LEP to confirm allocations for the Getting Building Fund LEP to look at refreshing of existing pipeline in advance of Autumn budget</p>	<p>Ongoing</p> <p>17 July 2020 September 2020</p>	1. 2.4 Pipeline projects	<ul style="list-style-type: none"> • Halina Davies
	<p>Delivery of key projects: GLLEP has agreed a project delivery plan with Government for 2020/21 totalling £32.206million for the Growth Deal Programme as of the Quarter 4 dashboard. This is currently under review as a result of COVID-19.</p> <p>Forecasting of the Getting Building Fund is currently subject to due diligence and contracting, however at least 40% of the overall £25.8m grant is expected to be drawn down by March 2021 (although confirmation of a national</p>	<p>March 2021</p> <p>Ongoing</p>	<p>2.1 Growth Deal 2.2 Getting Building Fund 2.3.1 GL Growth Fund 2.3.2 Invest and Grow 2.3.3 Feasibility Fund 2.3.4 ESIF 2.3.5 LEADER</p>	<ul style="list-style-type: none"> • Halina Davies • Halina Davies • Samantha Harrison • Cathy Jones • Cathy Jones • Ashley Myers • Ashley Myers

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	profile is awaited from government).			
	Communications and Branding: The LEP has made good progress in demonstrating compliance with the Government's guidance. The LEP will ensure that it and its project sponsors continue to adhere to all requirements and provide pictorial evidence of compliance with branding.	Ongoing - monthly publicity returns produced	3.1 Commitment to transparency/ accountability	<ul style="list-style-type: none"> Kate Storey
Governance	Evolve the LEP , its sub-groups and our governance arrangements in line with national good practice, including: <ul style="list-style-type: none"> Working with the recently refreshed Employment and Skills Board that incorporates the Skills Advisory Panel function, in line with national guidance. Training in NAF and LAF for Board Directors National (with LEP network) and local inductions for new Board Directors 	Ongoing	3.1 Commitment to transparency/ accountability (LAF) 3.2 Ensuring Fit for purpose LEP	<ul style="list-style-type: none"> Lindsay Hill Pritchard/ Ruth Carver Kate Storey
		3 Sept 2020	3.0 Governance	<ul style="list-style-type: none"> Lindsay Hill Pritchard Kate Storey
		Ongoing Complete	3.0 Governance	
	Outcome of LEP Peer Review	March 2021	3.0 Governance	<ul style="list-style-type: none"> Ruth Carver
	Succession Planning Continue to demonstrate effective succession planning and maintain current work to drive increases in diversity, to ensure that any gaps in directors and members are minimised.	Ongoing	3.0 Governance	<ul style="list-style-type: none"> Ruth Carver
	Local Assurance Framework: Local Assurance Framework March 2021, including a clear statement on legal personality, independent secretariat and scrutiny arrangements that comply with the National Local Growth Assurance Framework.	31 March 2021	3.1 Commitment to transparency/ accountability LAF	<ul style="list-style-type: none"> Lindsay Hill-Pritchard/ Halina Davies
Publication of annual financial statement and report	Autumn 2020	3.1 Commitment to Transparency and accountability	<ul style="list-style-type: none"> Kate Storey 	

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Paper 3 - GLLEP Defence & Cyber Security Board

Publication	Public Paper (published)				
Meeting date:	26th February 2021				
Agenda Item:	X				
Item Subject:	GLLEP Defence & Cyber Security Board				
Author:	Andrew Brooks				
For:	Discussion		Decision	X	Information

1 Recommendations

1.1 That the LEP Board agree the Terms of Reference for the newly formed Defence and Cyber Security Board.

1.2 Members of the Defence and Cyber Security

- Julian Free - Chair of Board, Deputy Vice Chancellor Lincoln University and LEP Director. (agreed in Feb 21)
- Alison Ballard - Vice Chair of Board, Head of Audit at BAE Systems and LEP Director
- Suraya Marshall, Air Commodore, Commandant Royal Air Force College Cranwell and LEP Director
- Kevin Longman, Director of European Programmes Northrop Grumman Technology Services
- Louisa Donaghy Senior Solicitor at Wilkin Chapman Solicitors
- Harry Leyland, Chief Engineer, Leonardo
- Tony Burnell, Tony Burnell, CEO, Metis Aerospace Ltd
- Dominic Smith, Director of Operations, Eagle Eye Innovations Ltd
- Tom Marsden, Director of Strategic Growth at Lincoln College Group
- Kelvin Truss, Head of Strategic Engagement (Air) at Lockheed Martin UK
- Flash Gordon, Director, TEPIDOIL Limited
- Steve Kilvington, Group Captain and Station Commander at RAF Waddington.

The Chair may consider other applications during the initial few months and co-opt accordingly.

Paper 3 - GLLEP Defence & Cyber Security Board

Objectives	Board Members & Roles:	
<p>1. Vision. To establish Lincoln/Lincolnshire as a national Defence & Security innovation, production and service hub.</p> <p>2. Mission. To sell Lincoln/Lincolnshire’s ability to enhance, develop and support Government and Industry’s defence and security capabilities and programmes in order to increase regional wealth through greater public and private inward investment and the creation of high-value, better paid jobs.</p> <p>3. Tasks.</p> <ol style="list-style-type: none"> a. Establish the extent of the Defence & Security Sector (public and private) in Greater Lincolnshire. b. Establish the size, distribution and make-up of the ex-defence and security population (military and civilian) in Greater Lincolnshire. c. Establish which Defence & Security Sector capabilities should be Greater Lincolnshire’s priority areas of focus. d. Conduct gap analysis between priority areas and Defence & Security Sector presence (public and private). e. Assess Greater Lincolnshire’s R&D (academic & industrial) against priority areas of focus. f. Create a Greater Lincolnshire Roadmap to establish a national Defence & Security hub in the Region. g. Influence the Government’s national and regional policy to locate more Defence & Security activity in Greater Lincolnshire. h. Encourage industry to expand its footprint creating more jobs in Greater Lincolnshire to support the Defence & Security Sector including it’s supply chain. i. Attend DSEI 21. j. Work with the Lincoln Science and Innovation Park to ensure innovation helps grow the sector. k. Liaise with the Skills Board and others as needed to fulfil the objective. 	<ul style="list-style-type: none"> • Chair: Julian Free (University of Lincoln) • Vice Chair: Alison Ballard (BAE Systems) • Private Sector Representatives: Kelvin Truss (Lockheed Martin), Tom Marsden (Lincoln College), Dominic Smith (Eagle Eye Innovations), Flash Gordon, Tony Burnell (Metis Aerospace), Harry Leyland (Leonardo), Louisa Donaghy (Wilkin Chapman), Kevin Longman (Northrop Grumman). • Public Sector Representatives: Air Cdre Suraya Marshall (RAF Cranwell), Gp Capt Steve Kilvington (RAF Waddington - tbc). 	
	Review Inputs (future)	Review Outputs
	<ul style="list-style-type: none"> • KPIs. • Input from members on discussions with 3rd parties / stakeholders. • Data from other LEP DBs. • Budget. 	<ul style="list-style-type: none"> • Sector Roadmap. • Summary to GLLEP Board.

Paper 3 - GLLEP Defence & Cyber Security Board

Agenda (initial meeting)	External Meeting Interfaces Frequency	
<ol style="list-style-type: none"> 1. Welcome & Introductions. (Chair) 2. Measures of Success. (All) <ol style="list-style-type: none"> 1. Confirm Vision & Mission. 2. Define Board KPIs. 3. Review of Tasks. (All) 4. Review of other factors: (All) <ol style="list-style-type: none"> 1. Education / Skills / STEM. 2. How do we maximise Government relations? 5. Budget update. £40k until end 2021. (Chair) 6. Review and confirm the actions captured from the review. (All) 7. Conduct continuous improvement of the review. (All) 	<ul style="list-style-type: none"> • GLLEP Board. • Skills Board. 	<ul style="list-style-type: none"> • Short-term: monthly to understand and drive immediate issues. • Medium-/Long-term: quarterly.

GL LEP Board Forward Plan 2021/22

Date	Venue	Standing Items	Others
20 th April 2021 at 3.00pm	Via Teams	LEP Review Annual Performance Review	Progress of MEIF - Lewis Stringer can attend Business Roundtable Summary
28 th May 2021 at 10.00am	1/4ly	Chair and CX report Quarterly performance, finance, ADP and programmes Pan Humber Collaboration LEP Review	Vision and Priorities Business Plan and final budget for 21/22 Risk Register, LAF and Scheme of Delegation Business Lincolnshire Board Progress Report
29 th June 2021 at 3.00pm		Economic Plan Progress and Recovery Fund Proposals FE white paper - ESAP Economic Dashboard	Decarbonisation Inward Investment and Place marketing
30 th July 2021 at 10.00am	1/4ly	LEP Review Humber Freeport Chair and CX report Quarterly performance, finance, ADP and programmes	Visitor Economy Board priorities and Tourism Action Plan
28 th September at 3.00pm			Manufacturing Board Defence Board
26 th October at 3.00pm			Food Board
26 th November at 10.00am	1/4ly	National Budget Skills Strategy ESAP Chair and CX report Quarterly performance, finance, ADP and programmes	Innovation Council Energy Council