



# LEP DIRECTORS BOARD

27<sup>th</sup> September 2019

Boole Technology Centre, Lincoln Science  
& Innovation Park, Beevor Street, Lincoln,  
LN6 7DJ

# Paper 0 - Greater Lincolnshire LEP Board Agenda

Refreshments available from 9.30			
9.50 Welcome from Tom Blount, Director of the Lincoln Science Park at 9.50			
Time	Item	Lead	Circulation
10.00	<b>Welcome, Apologies, Declarations of Interest</b> 1.0 FOR APPROVAL - LEP Board Minutes July 2019 1.1 FOR INFO - Decision Log 1.2 FOR INFO -Review of Actions 1.3 FOR APPROVAL - Approval of Forward Plan	Chair	Attached and Website
<b>Governance</b>			
10.05	<b>2.0 FOR INFO -LEP Chair and Chief Executive's Report</b> 2.1 Summer Review Reporting, Delivery Plan including Improvement Plan	Chair and CX	Attached and Website
10.15	<b>3.0 CONFIDENTIAL FOR DECISION - LEP Chair and Deputy Chair recruitment</b> 3.1 Role of the Chair 3.2 Role of the Deputy Chairs	CX	Directors Only and attached
10.20	<b>4.0 FOR DECISION - Review of the Terms of reference for LEP Board</b>	CX	Attached and Website
<b>Delivery</b>			
10.25	<b>5.0 FOR INFO - Progress against action plan from the Innovation council and the Business Lincolnshire Growth Hub</b>	Samantha Harrison	Attached and website
10.40	<b>6 FOR INFO - DRAFT Skills Analysis paper from the Employment &amp; Skills Board</b> <b>6.1 Skills Analysis Report</b>	Pat Doody and Clare Hughes	Attached and Presentation
11.05	<b>7 FOR DECISION - Apprenticeship Research, request for allocation of resources</b>	Pat Doody	Attached and Website
<b>Strategy</b>			
11.10	<b>8 FOR INFO Lincolnshire 2050 Vision &amp; Strategic Infrastructure Delivery Plan</b>	Simon Bandy/ JB	To Follow
11.25	<b>9 FOR DECISION Local Industrial Strategy - Evidence base and emerging commitments</b>	CX and Alex Gardiner of MD	Presentation
12.25	<b>10 IOT</b>	Mary Stuart	Verbal Update
12.30	<b>11 Collaboration with Cambridge and Peterborough Combined Authority</b>	CX	Attached and Website
<b>AOB</b>			
12.30 to 13.00	AOB and close of meeting and lunch with David Dexter, Deputy Chair and SME Champion steps down at this meeting Date of next meeting 29 <sup>th</sup> November 2019	All	

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

**Attendees:**

Ursula Lidbetter (Chair & Lincs Co-op), David Dexter (Vice Chair),  
 Cllr Craig Leyland (ELDC), Cllr Colin Davie (LCC), Cllr Ric Metcalfe (CoL),  
 Cllr Rob Waltham (NLC), Cllr Philip Jackson (NELC), Dean Fathers (Health),  
 Debbie Barnes (LCC), Gary Headland (Lincoln College), Mary Stuart (UoL),  
 Nick Worboys (Longhurst), Pat Doody (Nat West), Sarah Louise Fairburn (L J  
 Fairburn & Sons Ltd)

**Apologies:** Chris Baron (Butlins, Skegness), Zoe Easey (Epix Media)

**Observers:** Pete Holmes (BEIS), Simon Green (NLC)

**LEP Officers:** Ruth Carver, Sue Groves (Note Taker), James Baty

**For Agenda items:** Simon Bandy (Local Partnerships), Alex Gardiner (Metro  
 Dynamics), Samantha Harrison (LCC)

**Parking Arrangements**

Parking available at Boole Technology Centre

**Additional Papers Pack (just for information and not for printing)**

AP1 - Business Lincolnshire Growth Hub Performance & Impact Report

AP2 - Bi-Monthly Report - 15<sup>th</sup> May to 13<sup>th</sup> September 2019

AP3 - ESIF Sub-Committee 19<sup>th</sup> June 2019 - Draft minutes

AP4 - Visitor Economy Board 13<sup>th</sup> June 2019 - Draft minutes

AP5 - Water Management Board 8<sup>th</sup> July 2019 - Draft minutes

AP6 - Innovation Council 26 June 2019 - Minutes

AP7 - Midlands Engine Rail Report

**Key dates for LEP Board Members**

<p><b><u>LEP Board Dates and Venues</u></b>  <b><u>27<sup>th</sup> September</u></b>            Venue to be confirmed  <b><u>29<sup>th</sup> November</u></b>            Venue to be confirmed</p>	<p><b><u>Water Management Board</u></b>            5<sup>th</sup> November  <b><u>Manufacturing Board</u></b>            2019 dates to be arranged  <b><u>Visitor Economy Board</u></b>            3<sup>rd</sup> October, 12<sup>th</sup> December  <b><u>Employment &amp; Skills Board 2019</u></b>            11<sup>th</sup> September, 13<sup>th</sup> November  <b><u>Innovation Council</u></b></p>
<p><b><u>LEP Investment Board</u></b>            27<sup>th</sup> September, 29<sup>th</sup> November</p>	<p><b><u>LEP Skills Conference</u></b>            19<sup>th</sup> March 2020</p>

Hali



# Minutes of the Greater Lincolnshire LEP Board

19<sup>th</sup> July 2019

Stokes, The Lawn, Union Road, Lincoln,  
LN1 3BU

Draft Minutes

**Present:** Board Directors: Ursula Lidbetter (Chair) (Lincs Co-op), David Dexter (Vice Chair FSB), Cllr Philip Jackson (NELC), Cllr Colin Davie (LCC), Cllr Rob Waltham (NLC), Cllr Ric Metcalfe (CoL), Cllr Craig Leyland (ELDC), Chris Baron (Butlins), Dean Fathers (Health), Debbie Barnes (LCC), Nick Worboys (Longhurst Group), Zoe Easey (Epix Media), Andrew Crookham (S151 Officer & AB)

**Apologies:** Professor Mary Stuart (UoL), Pat Doody (Nat West), Gary Headland (IoD & Chamber), Sarah Louise Fairburn (L J Fairburn & Sons Ltd), Stephen Fidler (Senior Sponsor DfT)

**LEP Executive:** Ruth Carver, Sue Groves (Note Taker)

**Observers:** Pete Holmes (CLOG), Marcella Hague (CLOG)

**For Agenda Items:** Cathy Jones (GLLEP), Lewis Stringer (British Business Bank)

### **Apologies and Declarations of Interest -**

Apologies were noted from Professor Mary Stuart, Pat Doody, Gary Headland and Sarah Louise Fairburn, and Stephen Fidler DFT.

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.

### **Minutes and Matters Arising (Paper 1)**

The minutes of the 24<sup>th</sup> May 2019 were accepted as a true record.

Matters Arising:

- Energy Strategy - Energy Lead, form an Energy Council and hold a summit to be added to the list of actions.
- Circulate the Directors Forward Plan and ask for contributions.

### **LEP Directors Report (Paper 2) - Ruth Carver**

- **British Steel** - The Chair updated the Board verbally on recent developments through the British Steel Support Group. The focus is set on securing a buyer and there has been interest from a number of sources.
- **LEP Conference** - The Chair thanked the GLLEP team for a good conference and the Board thanked everyone for their hard work, also the hard work throughout the year on inward investment and the successful year from LCC's and partners investment teams.

At the Conference - the Annual Report and the Annual Delivery Plan were launched, which are available on the website. The Annual Delivery Plan is a live document and will be updated when substantial areas are changed.

A pipeline call was launched at the Conference for both short term projects and medium term projects, with an autumn closing date.

- **Local Industrial Strategy and LEP Geography**- A further phone call has taken place with the Local Growth Minister, with both Lincolnshire and Humber LEP's presenting their case. Both LEPs are making progress with their Local Industrial Strategies and therefore focus has turned to joint working on key aspects of the Collaboration Agreement that impact on the LIS Strategies, i.e. Food , Energy, Place, People and Infrastructure.

- RC informed the Board that the Humber LEP has asked to accelerate their LIS to September this year. Greater Lincolnshire is also seeking acceleration and support by Government.
- Following May's Board approval, the first LIS expert advisory panel has been arranged to be held on the 31<sup>st</sup> July 2019 and will be chaired by Louise Kempton from the Centre for Urban and Regional Development Studies.

**Actions:**

- GL LEP to write to the BEIS SoS in respect of acceleration of the LIS to align with Humber LEP timetable.

Paper 2.1 (Quarter 1 Finance Report 2019/20) was duly noted.

**Health & Care Enterprise Board Recruitment (Paper 3) - Dean Fathers, lead for Health**

Board Directors agreed that the list of applicants selected from those shortlisted be appointed.

Applications received from further members will be reviewed by the Appointments Committee, and then endorsed by Board.

**Decision:**

- **The Board ratified the selection of Health & Care Enterprise Board members as follows:**
  - John Turner - Chief Officer Lincolnshire CCG's & Lincolnshire STP
  - Glen Garrod - Executive Director of Adult Care & Community Wellbeing, Lincolnshire County Council
  - Professor Richard Parish CBE - Chair of the National Centre for Rural Health & Care
  - James Brindle - Director (Deputy CEO), Magna Vitae
  - Tom Blount - Director, Lincoln Science and Innovation Park
  - Dan Hayes, Chief Executive, The Order of St John Care Trust
  - Professor Tanweer Ahmed - Director of Research & Innovation, Director of Lincolnshire Clinical Research Facility, United Lincolnshire Hospitals Trust
  - Nikki Silver, CEO, Lives
  - Melanie Weatherley - Chair of Lincolnshire Care Association & Chief Executive Walnut Care
  - Helen Shaw - Independent
  - Rachel Linstead - Firecracker UK
  - Joanne Metcalf - Programme Development Manager, The Royal Foundation, Director of Think4Wellbeing
  - Jo Wright - Programme Area Manager of Health & Social Care, Boston College
  - Darren Clark, CEO EM Medilinks

**LEP Geography Confidential (Paper 4) - Ruth Carver**

The Government's policy position remains the removal of overlaps between LEPs and this was confirmed again by Minister Jake Berry in a recent phone call between him and the LEP Chairs of Greater Lincolnshire LEP and the Humber LEP, and further supported by the Public Accounts Committee recently.

The board discussed a merger paper, and agreed that the structure of the Board should ensure that decisions are made in the right place and that all areas of the new LEP geography feel engaged and part of the decision making process. Given the uncertain funding context, it is not yet possible to finalise all sub-boards required, however, there could be place/theme boards to take decisions about infrastructure investments and strategic priorities.

The Board also discussed and reconfirmed their preferred position as Greater Lincolnshire LEP, followed by the merger option.

**Actions:**

- Develop a simple brief on LEP Geography for wider communications
- Develop a letter to submit to a new Prime Minister/Secretary of State on the board's preferences.
- Develop a more detailed proposal for the September Board.

**Midlands Engine Investment Fund Update (Paper 5) - Presentation by Lewis Stringer (BBB)**

The Bank's role in creating Regional Funds:

- Using their convening powers to bring together LEPs, HMG, stakeholders and funders to agree the design and strategy for the funds and governance arrangements.
- Secure and manage complex funding structures, bringing together ERDF, HMG, EIB and BBB's own funding into NPIF, MEIF and CloSIF.
- Work with HMG to manage complex legal and regulatory structures including State Aid.
- Agreed investment, monitoring and evaluation strategies with LEPs, stakeholders, funders and HMG.
- Undertake complex procurement processes in line with EU rules on public procurement.
- Continue to actively manage fund performance to ensure legal obligations are met and that a legacy is generated for reinvestment.

Financing the Midlands Engine

- A close collaboration between the British Business Bank, BEIS, MHCLG, EIB and 10 LEPs in the West Midlands and East & South-East Midlands.
- Fund-of-Funds, bring together over £250m of ERDF, EIB and British Business Bank funding to invest in SMEs across the region.
- Public procurement undertaken to appoint commercial fund managers to run underlying funds.
- Funds set up as 10-year limited partnerships with 5-year investment periods.

Governance

There is a Strategic Oversight Board (SOB) with East Midlands representatives from SEMLEP, LLEP, D2N2.

There are two Regional Advisory Boards (RAB)

- East and South-East Midlands - all four LEPs covered and represented by a RAB member (Russell Copley is the Chair and represents Greater Lincolnshire LEP).
- West Midlands - all six LEPs covered and represented by a RAB member.
- LEP also have alternative representatives - Samantha Harrison for GLLEP.
- Funders - British Business Bank, BEIS, MHCLG and EIB also represented.
- Like the SOB, the RAB currently meets quarterly.
- Tailored report produced which has been cleared to be used for LEPs/Growth Hubs.
- Fund managers present to the RAB regularly.

There are 4 Fund Managers:

- Enterprise Loans (East Midlands) - East & South-East Midlands Focus loans of £25k-£150k)
- Maven - Across the East Midlands (Loans of £100k-£1.5m)
- Mercia - Across the East Midlands - Proof of Concept/Early State Equity Investment up to £750k.
- Foresight Group - East & South-East Midlands Focus Equity Investment up to £2m.

**Investor Promotion Activity - Attendance at MIPIM 2020 (Paper 6) - Ruth Carver**

The Board agreed supporting Greater Lincolnshire's attendance at MIPIM and approved a contribution of £10,000 in October 2019 and contribute up to £5,000 for MIPIM UK.

**UK Steel Charter (Paper 7) - Ruth Carver**

Board Directors were asked to consider supporting the UK Steel Charter and to ask other LEPs to support the charter also. Following a discussion, the Board agreed to support the UK Steel Charter and to promote this with other LEPs.

**Midlands Engine Vision for Growth Storyboard (Paper 8) - Ruth Carver**

The Midlands Engine is refreshing its strategy and ideas put forward and Government has asked for their input, RC ran through the emerging story board, and the LEP board made the following comments:

- Make the most of the East/West Link - Trade Corridor
- Support the Health and Care Enterprise aspirations.
- Housing as a sector, aligned with energy reduction and generation.

**Tourism Sector Deal & Tourism Zones (Paper 9) - Cathy Jones**

The Government published the Tourism Sector Deal on 28<sup>th</sup> Juned 2019, hailed by "VisitBritain" as a "game-changer" for tourism, spelling a step change in how we underpin the success of tourism for a generation, moving it to the top table as a leading industry for the UK Government's future economic planning.

The importance of tourism to our economy is already well established in our Strategic Economic Plan. Our emerging LIS is already positioned to align well with the Tourism Sector Deal.

Under the Deal, up to five new Tourism Zones will be piloted, supported by central government and a bidding process, to drive visitor numbers across the country, extend the season and to tackle local barriers to tourism growth. Lincolnshire's Tourism Officer Group has already discussed and noted the potential for a Lincolnshire Tourism Zone, and explored broad priorities.

A working group has been established, reporting to the Visitor Economy Board.

Actions: The board welcomed the publication of the Tourism Sector Deal and agreed to progress work to bid for a Tourism Zone with local partners.

**The Future of Seaside Towns (Paper 10) - Cathy Jones**

This paper summarised the main recommendations from the Lords Select Committee's report on the Future of Seaside Towns, and the Government's response to it. The report looked at a wide range of issues affecting seaside towns and communities. The 38 recommendations reaffirm the Government's commitment to support the regeneration of coastal settlements, with an emphasis on LEPs, Coastal Community Teams and Sector Deals throughout.

Greater Lincolnshire LEP has secured and co-ordinated a significant amount of investment into our coastal communities.

The board noted that members of the Select Committee visited Lincolnshire during the research phase of the Committee's work. The board further noted a number of themes on which they would welcome further work, noting that the launch of the pipeline call is an opportunity to explore emerging big ideas :

- Training seasonal staff



- Battery storage opportunities and links to the Energy Strategy.
- Explore potential to sense-check or appraise all projects to identify any implications for seaside/coastal towns, and plan accordingly

**Any Other Business**

PH stated that Oxford/Cambridge LIS was published today.

**The meeting was closed.**

DRAFT

**Greater Lincolnshire Local Enterprise Partnership  
Board Decision Log - Public**

Date	Decision Making Body	Decision Made
30/11/2018	LEP Board	<p>The Board made the following decisions:  <u>Recommendations made were agreed regarding geography issue:</u></p> <ul style="list-style-type: none"> <li>• Preferred position should remain the Greater Lincolnshire geography.</li> <li>• Split geography should be explored with the Humber LEP as a solution to remove the overlap, ensuring the integrity of Greater Lincolnshire and the Humber remains intact.</li> <li>• Merger option unlikely to be deliverable, given the lack of support from a number of local authority partners at this stage.</li> <li>• Lincolnshire option was not supported due to the scale and reduced focus.</li> <li>• Strong and, where necessary, formal collaboration be developed between Greater Lincolnshire LEP and its neighbouring LEPs, on energy and manufacturing with the Humber LEP, coastal and rural with the Humber and Yorkshire LEPs, Northern Lincolnshire and Sheffield City region on infrastructure, ports and logistics and advanced manufacturing, and with agri-food and agri-tech and housing growth and infrastructure with GCGP LEP. All collaboration agreements and MOUs will be developed with the authorities involved.</li> </ul> <p><u>LEP Directors Report</u></p> <ul style="list-style-type: none"> <li>• Phil Ball of Metsawood, Boston and Melanie Weatherley of Walnut Care join the Employment &amp; Skills Board.</li> <li>• The MPs Engagement Plan be approved subject to a public and private sector link member and the production of a communications and engagement plan.</li> <li>• The Policy for the Appointment of LEP Directors and Board members be approved.</li> <li>• The Policy on Confidential Reporting be approved.</li> </ul> <p><u>Growth Deal Programme Review</u></p> <ul style="list-style-type: none"> <li>• Board agreed the LEP team would write to projects that have a red flag against performance asking for detailed response to be considered at the Board in February.</li> </ul> <p><u>Greater Lincolnshire Energy Strategy</u></p> <ul style="list-style-type: none"> <li>• Agreed the Energy Strategy be approved subject to input from partners.</li> </ul>
25/01/2019	LEP Board	<ul style="list-style-type: none"> <li>• Three Directors appointed to the LEP Board: Gary Headland (IoD &amp; Lincoln College), Mrs Nick Worboys (Director of Development &amp; Sales, Longhurst Group) and Sarah Louise Fairburn (Brand &amp; Sales Director, LJ Fairburn &amp; Son)</li> <li>• Dean Fathers to undertake the role of Diversity Champion at the LEP Board</li> <li>• Approval given for the LEP Director to commission and independent Governance Review to the value of £20k.</li> </ul>

		<ul style="list-style-type: none"> <li>• Subject to match funding from other partners, an ambition of full coverage across Lincolnshire for further Enterprise Co-ordinators.</li> </ul>
29/03/19	LEP Board	<ul style="list-style-type: none"> <li>• The Board approved the outline budget of £1,100,527 and £209,894 amount of draw down from the operating reserve.</li> <li>• The Board approved the Articles of Association and delegated any changes to the Chair and one other Board member.</li> <li>• All Terms of Reference were approved and can be published on the website.</li> <li>• LIS - The Board approved this for tendering.</li> <li>• The Board agreed that the GLLEP would send a letter of support for HE institutions potentially affected by the Augra Review.</li> <li>• The Board agreed to support North Lincolnshire with their ambitions of extending the AONB and agreed that there is a need for a review of the Lincolnshire Wolds AONB boundary.</li> </ul>
24/05/19	LEP Board	<ul style="list-style-type: none"> <li>• The Board agreed that one Board Director be invited from Rutland County Council.</li> <li>• Two Board members to electronically approve the Financial Statement.</li> <li>• The Board agreed to adopt the Freedom of Information Policy (LCC Policy).</li> </ul>
19/07/19	LEP Board	<ul style="list-style-type: none"> <li>• The Board ratified the selection of Health &amp; Care Enterprise Board Members.</li> <li>• The Board agreed supporting Grater Lincolnshire's attendance at MIPIM and approved a contribution of £10,000 in October 2019 and contribute up to £5,000 for MIPIM UK.</li> <li>• The Board agreed to support the UK Steel Charter and to promote this with other LEPs.</li> </ul>

**GREATER LINCOLNSHIRE LEP BOARD ACTION LOG**

<b>Actions from GLLEP Board Meetings</b>					
<b>Date</b>	<b>Item</b>	<b>Action</b>	<b>Update</b>	<b>Actioned by</b>	<b>Status</b>
30/11/18	Minutes	<ul style="list-style-type: none"> <li>Chair &amp; LEP Director to continue to work with local partners and the Humber LEP to find a resolution, and particularly explore the collaborative option</li> </ul>	Ongoing - discussion on the agenda July 2019	Chair	Live
25/01/2019	Minutes	<ul style="list-style-type: none"> <li>LEP to facilitate a business voice session with the Planning for Growth Team.</li> </ul>		Cathy Jones/ Andy Gutherson	Live
29/03/19	Minutes	<ul style="list-style-type: none"> <li>Project workshop to be held with Board Directors on lessons learned and impact.</li> </ul>		Halina Davies	<b>Live</b>
24/05/19	Minutes	<ul style="list-style-type: none"> <li>Agreed that one Board Director be invited from Rutland</li> <li>RC to source an Energy Lead for the Board and form an Energy Council, and Summit late in the year</li> <li>DF and ZE expressed an interest in being more involved in the Creative Hub's development going forward</li> </ul>		Ruth Carver  Ruth Carver/Andy Brooks  Halina Davies	<b>Live</b>
19/07/19	Minutes	<ul style="list-style-type: none"> <li>GLLEP to write to the BEIS SoS in respect of acceleration of the LIS to align with Humber LEP timetable</li> <li>Develop a simple brief on LEP geography and wider communications</li> <li>Develop a letter to submit to a new Prime Minister/Secretary of State on the Board's preferences</li> <li>LIS &amp; LEP Geography - Develop a more detailed proposal for the September Board</li> <li>The Board welcomed the publication of the Tourism Sector Deal and agreed to progress work to bid for a Tourism Zone with local partners</li> </ul>			

# Paper 1.3 Rolling Forward Agenda Planner 2019-2020



Greater Lincolnshire LEP Board and Investment Board			
Date and Meeting	Standing Items	Progress Reports/Reports back from Sub Groups	Areas for discussion and decision
<b>27th September 2019</b> GLLEP Board Boole Technology Centre, LSIP, Lincoln	Minutes of the last meeting Chair and CX Report Quarter 2 Finance Report 2019/20 and Improvement Plan reporting	<b>Governance</b> – Independent Governance Review feedback  <b>Delivery:</b> Progress against action plan from the Innovation Council and the Business Lincolnshire Growth Hub – <u>Samantha Harrison</u>	<b>Strategy</b> - Draft Local Industrial Strategy - Approval of the Local Industrial Strategy Framework -  <b>Delivery and Strategy</b> – Skills Evidence base –Pat Doody  <b>Strategy</b> – Water Management Strategy and Action Plan - <u>Robert Cauldwell</u>  <b>Strategy</b> - Towns Fund – <u>Susannah Lewis</u>  <b>IOT</b> - <u>Mary Stuart</u>
<b>27th September 2019</b> GLLEP Investment Board Boole Technology Centre, LSIP, Lincoln	Welcome, Apologies, Declarations of Interest, Approval of Minutes	Growth Deal Programme Update ( <u>Halina</u> )	Huttoft Boat Shed Visitor Centre Due Diligence Report Access to Employment Zones Red Project Holbeach Food Enterprise Zone Red Project Lincolnshire Lakes Red Project Feasibility Fund – NE Lincs e factor

# Paper 1.3 Rolling Forward Agenda Planner 2019-2020



Greater Lincolnshire LEP Board and Investment Board			
Date and Meeting	Standing Items	Progress Reports/Reports back from Sub Groups	Areas for discussion and decision
GLLEP October 2019			<b>Approval of Local Industrial Strategy draft</b>
<b>GLLEP November 2019 – LEP Board Venue tbc</b>	Minutes of the last meeting Chair and CX Report Quarter 2 Finance Report 2019/20 and Improvement Plan reporting	<b>Delivery</b> – Progress on Visitor Economy Board and tourism Zone – <u>Chris Baron</u>	<b>Strategy</b> – Energy Strategy, Energy Council and prospectus – Andy Brooks  <b>Delivery</b> – Digital approach – Zoe Easey  <b>Strategy</b> – Water Management Strategy and Action Plan - <u>Robert Cauldwell</u>
GLLEP November 2019 – Investment Board <b>Venue tbc</b>	Welcome, Apologies, Declarations of Interest, Approval of Minutes	Growth Deal Programme Update ( <u>Halina</u> )	Borderville Expansion Project Due Diligence Report ( <u>Halina</u> ) A46 Roundabouts Due Diligence Report ( <u>Halina</u> ) Sleaford Growth Project Due Diligence Report ( <u>Halina</u> )
<b>GLLEP January 2020 – LEP Board Venue tbc</b>	Minutes of the last meeting Chair and CX Report Quarter 2 Finance Report 2019/20 and Improvement Plan reporting	<b>Delivery</b> – Progress on Food Board – <u>Mark Tinsley</u>	<b>Strategy</b> – Health and Care Enterprise Board Action Plan - <u>Dean Fathers</u>
GLLEP January 2020 – Investment Board	Welcome, Apologies, Declarations of Interest, Approval of Minutes		
<b>GLLEP March 2020 – LEP Board Venue tbc</b>	Minutes of the last meeting Chair and CX Report Quarter 2 Finance Report 2019/20 and Improvement Plan reporting		<b>Delivery</b> – Approval of Delivery Plan 2020-2021
GLLEP March 2020 – Investment Board	Welcome, Apologies, Declarations of Interest, Approval of Minutes		

# Paper 1.3 Rolling Forward Agenda Planner 2019-2020



# Paper 1.3 Rolling Forward Agenda Planner 2019-2020



Greater Lincolnshire LEP Board and Investment Board			
Date and Meeting	Standing Items	Progress Reports/Reports back from Sub Groups	Areas for discussion and decision
<b>GLLEP May 2020 –</b> LEP Board <b>Venue tbc</b>	Minutes of the last meeting Chair and CX Report		
GLLEP May 2020 – Investment Board	Welcome, Apologies, Declarations of Interest, Approval of Minutes		
<b>GLLEP July 2020 –</b> LEP Board <b>Venue tbc</b>	Minutes of the last meeting Chair and CX Report		
<b>GLLEP July 2020 –</b> Investment Board	Welcome, Apologies, Declarations of Interest, Approval of Minutes		
<b>GLLEP September 2020</b> LEP Board <b>Venue tbc</b>			
<b>GLLEP September 2020</b> Investment Board <b>Venue tbc</b>			
<b>GLLEP November 2020</b> LEP Board <b>Venue tbc</b>			
<b>GLLEP November 2020</b> Investment Board <b>Venue tbc</b>			



# Paper 2 LEP Chair and Chief Executive Report

<b>Publication</b>	<b>Public Paper (published)</b>					
<b>Meeting date:</b>	<b>27<sup>th</sup> September 2019</b>					
<b>Agenda Item:</b>	<b>2</b>					
<b>Item Subject:</b>	<b>LEP Chair and Chief Executives Report</b>					
<b>Author:</b>	<b>Kate Storey</b>					
<b>For:</b>	<b>Discussion</b>	<b>X</b>	<b>Decision</b>	<b>x</b>	<b>Information</b>	<b>X</b>

## 1 Recommendation

- 1.1. LEP Board Directors are asked to note the content of this report.
- 1.2. LEP Board Directors are asked to support the recommendations from the appointment committee to appoint the following: Paul Scott join the Business Lincolnshire Board, and Mike Gallimore, Nick Broom and Robert Willey join the Manufacturing Board.

## 2 Summary

- 2.1. The report aligns to the three categories within the Annual Delivery Plan, namely Strategy, Delivery and Governance. This report provides an overview of LEP team activities since the July board.

## 3 Chairs and CX Meetings

- 3.1 British Steel - The Chair has continued to support activity. The LEP signed up to the Steel charter at the end of July along with North Lincolnshire, North East Lincolnshire and Lincolnshire County Council, while nationally the UK government has signed the new incentive. Collectively, the LEP has committed to:

- Establishing clear and simple criteria to identify which projects are in the scope of the charter commitments, ie Local Growth Fund
- Monitoring and producing data on the levels of UK-produced steel used in projects
- Placing a requirement in appropriate contracts requiring the origin of steel to be provided
- Stipulating the use of steel products accredited to BRE Standard BES 6001
- Ensuring projects advertise opportunities for steel providers where appropriate
- Ensuring projects introduce a requirement for tender applications to include supply chain plans
- Ensuring projects host engagement meetings/events for major projects in advance of procurement decisions being made.

3.2 Mid Term Review was undertaken with the chair and the accountable body on 16<sup>th</sup> September 2019. The review was fair, and the notes of the meeting are attached to this paper.

## 2 ANNUAL DELIVERY PLAN: Area One - Strategy

- a. Local Industrial Strategy Development
- b. SEP Refresh
- c. Skills Analysis and Insight
- d. Liaison with Cities and Local Government Unit
- e. LEP Geography
- f. Develop a comprehensive communications and engagement plan

## Paper 2 LEP Chair and Chief Executive Report

- g. Review of the LEPs social media coverage
- h. Work with Lincolnshire County Council to build on links with China
- i. Business Lincolnshire - Growth Hub
- j. Team Lincolnshire
- k. Participate in development of the Lincolnshire Housing and Growth Deal Proposal
- l. Annual Conference and AGM

### **Local Industrial Strategy**

Production of the Local Industrial Strategy is on schedule. The Board will receive a more detailed update in the session at the Board meeting.

The evidence base was taken by our BEIS Analyst representative to the Local Industrial Strategy Analytical Panel on 3<sup>rd</sup> September. The panel is formed of analysts representing each HMG department and the purpose is to provide scrutiny and challenge of our evidence base and logic chains through to our emerging policy asks. The feedback from the session was positive, with the panel reflecting that our evidence was good and the amount of evidence developed to develop our priorities was acknowledged.

**LIS Drafting**-Drafting has now commenced on the Local Industrial Strategy, with officer leads on each foundation completing a policy position paper to draw together the evidence, strategic alignment, priorities and ways we wish to work with HMG.

**Local Expert Advisory Panels** - The second meeting of the expert advisory panel meeting took place on 17<sup>th</sup> September and focussed on the policy priorities, including a deep dive into a number of the foundation policy position papers. The final session will take place once drafting is nearly complete.

**Engagement** The team, together with Metro Dynamics have been engaging where possible with stakeholders during development of the proposals. This includes a session at Innovation Council/Growth Hub joint meeting on 25<sup>th</sup> September, Local Authority Chief Execs on 20<sup>th</sup> September and the forthcoming Leaders meeting.

**Skills Analysis** - The LEP's Employment and Skills Board took on the role of Skills Advisory Panel, as defined by the Department for Education, earlier this year. Part of this role is to produce a high quality, in-depth skills analysis, sometimes referred to as a SAP Analysis. The Department for Education provided LEPs with £75k to build capacity and capability within the team to undertake skills analysis and expect the final analysis to be available by October 2019, and updated on at least an annual basis. This is a one-off amount and is not intended to be spent in-year. The team have commissioned a local research organisation to undertake part of the work. DfE's SAP Programme team reviewed LEP progress during June this year. They are satisfied with the Governance arrangements and updated terms of reference for the Employment and Skills Board. They are confident that the analysis will be a high quality one based on previous skills works undertaken and they will comment further when they receive the next draft at the end of September. A draft report will be available to Directors and will receive a presentation at the meeting.

**Apprenticeship Levy** - Businesses that pay the Apprenticeship Levy, and have not spent it, are urged to consider transferring it to a non-levy paying businesses as soon as they can. For example a levy payer can transfer up to 25% of its funds to a small local GP surgery to fund an apprentice nursing associate, or a small business in your supply chain that might benefit from a young apprentice. For further information on transferring

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unused levy funds see <https://www.gov.uk/guidance/transferring-apprenticeship-service-funds>

The Employment and Skills Board supported an event on 18<sup>th</sup> September: Apprenticeships - Where are We Now?" for the public and private sector to hear from the Department for Education and other experts and the current Apprenticeship system and how the Levy can be transferred. The event also highlighted the progress being made to help employers offer industry placements in preparation for future T Levels. [The LEP Exec Lead for skills is maintaining close links with DfE contacts about this and their plans for future funding.](#)

### Working with schools

The LEP has now recruited 3 Enterprise Coordinators, with the support of partner Lincolnshire County Council and District Councils, who will work with Lincolnshire secondary schools and Colleges to match them with a local business leader who will support them to meet national career benchmarks for meeting with employers and experiencing the World of Work.

- Liz Draper-Smethurst is working with schools and Colleges in most of East Lindsey, Boston and South Holland [Liz.Draper-smethurst@lincolnshire.gov.uk](mailto:Liz.Draper-smethurst@lincolnshire.gov.uk)
- Alex Nightingale is working with school and Colleges on West Lindsey and Lincoln, Louth and North Somercotes [alex.nightingale@lincolnshire.gov.uk](mailto:alex.nightingale@lincolnshire.gov.uk)
- Debbie Boon is working with schools and Colleges in North and South Kesteven [Debbie.boon@lincolnshire.gov.uk](mailto:Debbie.boon@lincolnshire.gov.uk)

### Activity to Date:

Enterprise Coordinator Activity	Total to Date
Number of school visits	29
Number of schools completed Compass (that have met with an EC)	8
Number of Schools completed Tracker	4
Number of schools signed MoU	7
Number of employer 1-1 sessions (briefings/meetings)	27
Business networking events attended	20
Provider/stakeholder meetings/events attended	45
Potential Enterprise Adviser contacts	56
Number of Enterprise Advisers recruited	18
Number of schools matched to Enterprise Adviser	0
Number of schools meeting Benchmark 5	1
Number of schools meeting benchmark 6	1

### Schools signed up or in process of signing MoU:

1. Haven High Academy, Boston,
2. Banovallum School, Horncastle,
3. Priory City of Lincoln Academy, Lincoln,
4. De Aston School, Market Rasen,
5. Kesteven Sleaford High School, Sleaford.
6. Sleaford Carres Grammar, Sleaford
7. Skegness Academy
8. Boston High School
9. Gainsborough Academy
10. Priory Witham Academy

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11. Priory Academy LSST
12. Lincoln Castle Academy
13. Lincoln Christ Academy
14. St Georges Academy, Sleaford
15. Queen Elizabeth's Academy, Gainsborough

### Other Activity

1. Grantham and Stamford Employability Fairs (x2) attended.
2. Launched Give an Hour campaign - 40 plus individuals/businesses have now signed up or in process of. Businesses signing up pledge to give an hour or more to support schools and colleges in a more operational role than Enterprise Advisers to raise the aspirations and inspire young people in schools.
3. Joint meeting with LinHigher team to discuss way forward working together under the umbrella of Confident Choices framework.
4. Development of induction training presentation and EAN strategy

**Comms and Engagement Plan** - the scope and brief have been identified and drafted and procurement will take place during the autumn for progression of the initial work undertaken in house under Mark Suddaby.

**Hunan -China** - In July, Samantha Harrison and Angela Driver visited senior Government officials in Hunan Province China, to highlight 6 priority projects which we would like to see progressed ahead of Cllr Davie's visit in November 2019. These projects include:

- Development of projects in relation to the Agri Food sector and Lincolnshire's 3 Food Enterprise Zones
- Education links with University of Lincoln (UOL), Bishop Grossteste University (BGU) and Lincoln College, including student exchange and joint courses
- Business to Business dialogue which supports trade between Lincolnshire and Hunan
- Lincoln City Football Club / Lincoln College Summer School
- Hunan Datong Primary School linkage with Lincoln Minster School
- Lincolnshire Music Service Cultural Education Exchange 2021

Cllr Davies's delegation will visit Hunan from 11<sup>th</sup> to 15<sup>th</sup> November and will include representatives from business and education. The objectives of the mission are to:

- Bring Agri Tech experts and businesses from Lincolnshire to Hunan and hold discussions with key stakeholders. The aim is to establish a new Lincolnshire-Hunan communication channel which will lead to future T&I deals.
- Progress the 6 priority projects ratified by the Hunan Government officials in July 2019, which include projects that support the development of trade in priority sectors, education and culture
- Endorse current education collaborations between the two regions and explore the appetite to develop new programmes.
- Use the opportunity to raise awareness of Lincolnshire's tourism offer, heritage and products.

**Growth Hub** - There is a joint meeting of the Growth Hub Governance Board and the Innovation Council on 25<sup>th</sup> September. The meeting will focus discussions around Brexit, the Lincolnshire Industrial Strategy, support for high growth Scale Up businesses. The group will also discuss how the two boards could be aligned.

Highlight cumulative data (start of Growth Hub to June 2019 (Q1 2019/20):-

- 1270 jobs created

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- 970 helped to start a business
- 566 businesses created
- 397 grants approved
- 91% customer satisfaction

**Business Lincolnshire Sustainable Business Growth -Phase 2** -The phase 2 programme has hit the ground running with 226 business engaged since 1st July 2019. The three grant pots are open for business - Digital Grant, Enterprise Revenue Grant and Enterprise Capital Grant.

**Digital:** The total grant pot available is £100,000 for digital revenue projects. The maximum grant is £1,000 and the minimum grant is £1,000. The maximum project size is £20,000. The intervention rate is 50% in all cases.

**Enterprise:** The total grant pot available is £525,000, broken down as £300,000 for capital projects and £225,000 for revenue projects. The maximum grant is £10,000 and the minimum grant is £1,000. The maximum project size is £100,000. The value of the grant element will vary depending on whether the grant is for revenue or capital funding.

The team is putting the finishing touches to a phase 3 bid which will extend provision for a further year to end June 2023, including additional monies to extend the grant provision. The outline application for the remaining £358,000 of PA2 funding to provide a bespoke support offer for the digital sector is being led by EMB Group to provide a sector specific Growth Hub funded grant fund.

**Digital Landscape Research** - The refresh of the 2016 Digital Landscape research is progressing. The online survey closed at the end of August and the analysis of this data as well as the desk based research is being completed. The report will be completed in time for the Digital Conference in November

**EU Exit** - GLLEP and the Business Lincolnshire Growth hub have been selected by the BEIS government department to act as the Brexit Growth Hub Cluster lead for the East Midlands region including Leicestershire, Derbyshire and Nottinghamshire. This role will secure extra Brexit Preparedness Funds for the region. One of the first actions is to map out all the planned Brexit activity and events that have been developed by the Growth Hubs, business intermediaries, Banks, Accountants, Lawyers, Trade Associations, FSB, Chambers, local Authorities, business support partners etc. and develop a regional map of existing planned activity.

[www.businesslincolnshire.com/events/](http://www.businesslincolnshire.com/events/) includes all Brexit event information and [www.businesslincolnshire.com/explore/brexit/](http://www.businesslincolnshire.com/explore/brexit/) is regularly updated with useful information for businesses about how best to prepare for the UK leaving the European Union.

**Team Lincolnshire** - The joint Team Lincolnshire and Boston Borough PE21 Event held on the 16<sup>th</sup> September was a great success, the event highlighted the positive regeneration master plans for Boston Town Centre. TL now has 5 of our district/borough Councils as members of Team Lincolnshire. TL HQ is now currently preparing for London and Leeds Events (the events calendar is located on the TL webpage [www.TeamLincolnshire.com](http://www.TeamLincolnshire.com), there will also be a TL stand at the Business Live Expo at the Showground on the 15<sup>th</sup> October. We have recently released the Team Lincolnshire Sponsorship packages for MIPIM 2020 which we have seen a positive response from our members. As of September 2019 we currently have 96 members, the continued support and loyalty from our members has been extremely positive and we continue to fly the flag for Greater

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Lincolnshire and aim to encourage like-minded businesses to join in the coming months.

**Housing** - We have been participating in the development of the Lincolnshire Housing and Growth Deal Proposal to ensure that it is well-aligned to our SEP priorities and the emerging LIS. We have provided comments on emerging drafts to shape content and are helping to steer it through the various working groups and meetings. The underpinning documents (Lincolnshire 2050 Vision and the SIDP) are due to be considered at the 20<sup>th</sup> September Greater Lincolnshire Chief Executives meeting.

**Stronger Towns update** -The Stronger Towns Fund is government's £3.6 billion commitment to build a more prosperous economy that works for all. Funding will be allocated on a needs-based formula so places that have not seen the growth that more prosperous areas have will be used to create jobs, provide training and boost economic activity. A big driver for this fund will be local communities who will have a say on how the money is spent and will be able to draw up job boosting plans for their town with the support of Local Enterprise Partnerships. On 6<sup>th</sup> September 2019 it was announced by Local Government Secretary Rt Hon Robert Jenrick MP, that an initial 100 places have been invited to develop proposals for a new generation of multi-million pound Town Deals. 30 places in the Midlands Engine are among the 100 pioneers of new Town Deals as part of the government's commitment to level up all regional by boosting productivity, skills and living standards. See the [100 places being supported to develop Town Deals](#). This is good news for Greater Lincolnshire as 6 places - **Boston, Grimsby, Lincoln, Mablethorpe, Scunthorpe, and Skegness**, are included in the list. In the Humber Goole is also on the list. There will also be an **opportunity for other towns to apply** to do deals via a competition in due course.

**Scope of the Fund** - The government will now work with local people from the 100 communities to agree proposals to invest up to £25 million in each place. The fund will improve transport, broadband connectivity, as well as social and cultural infrastructure that bring communities together. Initiatives could include:

- Regenerating town centres
- Improvements to active travel and public transport
- Digital Infrastructure
- New further education facilities and adult learning courses
- Support to SMEs
- Cultural and social infrastructure - such as libraries, art centres, parks and youth services

The government will soon publish a prospectus to guide towns through the process and set eligibility criteria for the funding, expectations for community involvement and maximising the impact of spending and timeframes.

**Heritage High Street Fund** - Government has announced £95m to revive 69 struggling historic high streets across England. The fund combines £40m from the DCMS High Streets Fund with £52m from MHCLG (Ministry of Housing, Communities and Local Government). Over £21m is allocated across the East Midlands with Grantham and Lincoln set to benefit.

**Local insight and partnership working to date** -The prospectus will confirm the role of different local institutions in formulating plans for these deals. We've

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already had an insight from the Greater Grimsby Town Deal which demonstrates how strong local partnerships between different public sector institutions and businesses was critical in developing the robust investment plans now in place there. We can learn and work further with Greater Grimsby to develop successful bids for Greater Lincolnshire and the Humber.

Even before this latest announcement on the first 100 places to be shortlisted, considerable work is already being done by LEP to ensure we secure as much funding as we can towards town deals in our area. LEPs have taken every opportunity to make the government aware of our need for support to breathe new life into our towns. We have put the health of our towns at the heart of our strategy in Greater Lincolnshire which will help unlock resources from this new Towns Fund to benefit the towns in our area.

**LEP Annual Conference and AGM** - This event took place on Friday 12<sup>th</sup> July. The event focused on 7 debates around the Local Industrial Strategy consisting of 2 Grand Panels, and 5 Expert Panels with 25 private and public sector leaders and experts. Registered delegates totalled 474 with 27 exhibitors (16 private sector and 11 public sector). The success of the conference will be built on for next year and is also being used as the model to develop a Skills Conference in March 2020.

- 3 **ANNUAL DELIVERY PLAN: Area Two - Delivery**
  - a. Programme and Project Delivery Improvement Plan
  - b. Programme and Risk Management
  - c. Project Pipeline
  - d. Delivery of key projects
  - e. Communication and branding

### **Programme and Project Delivery**

**Growth Deal** The LEP launched another call for pipeline projects on the 12<sup>th</sup> July at the LEP Conference. This process will enable existing pipeline schemes to update their business cases thus informing us of progress made in scheme development to date, and new proposals to be reviewed in preparation for future funding opportunities.

We are looking for schemes that fall into one of two categories:

**Category A** - Capital projects that can financially complete before March 2020/21

**Category B** - Capital or revenue projects that can be delivered within the next five years

**Growing Places Fund** - Invest and Grow has made 4 loans worth £7.8m to date, 2 of which have been repaid in full. We actively promote it as part of the LEP funding mix, including to those seeking grant, and it does still generate enquiries. The most recent Expression of Interest was approved by Investment Board in February 2019. However, this has not yet progressed to a full loan application and there have been no other new applications in this financial year so far. £1.9m remains within the unallocated loan pot. Interest is being charged on existing loans.

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**Feasibility Funding** - In the current financial year our Feasibility Fund has been repositioned to support feasibility work in projects categorised as short and short-medium term pipeline projects. We have opened a targeted call on a rolling basis. The first two projects funded on this basis are Huttoft Boat Shed Visitor Centre, and Gradus Business Centre, Market Deeping. New enquiries are being received at a pace dictated by the Pipeline Projects' timetables.

**European Regional Development Fund (ERDF)** - Greater Lincolnshire has committed just over £57 million ERDF to projects against our original allocation of £63 million. The last local call to take up remaining funds (which includes the increased allocation following the exchange rate fluctuation and MHCLGs calculation on future slippage) closes on 30<sup>th</sup> September 2019 for outline applications. We are working closely with partners to commit the remaining indicative ERDF allocations to projects in the Greater Lincolnshire area. There is likely to be a further future call but this will be a more competitive national call to take up any unallocated funds and underspends within the programme.

**European Agricultural Fund for Rural Development (EAFRD)** - The three RDPE Growth Programme grant calls for Food Processing, Business Growth and Food Processing closed at the end of May 2018. In the GLLEP area 28 full applications have been received to date, with 17 projects being approved and contracted with a total grant value of £4.058m awarded.

The national Rural Payments Agency has proposed the creation of the EAFRD Growth Programme National Reserve fund and the re-opening of the three themes: Business Development, Tourism Infrastructure and Food Processing grants. The funding will again be targeted at rural businesses driving jobs and economic growth in rural areas. GLLEP have started work with the national team to verify the local priority statements for each LEP area, to ensure they are in line with our local strategic priorities.

The RPA have continued discussions with individual projects to encourage the remaining applications to be submitted by the end of September 2019 to provide greater clarity on the value of the proposed National Reserve Fund. We are awaiting further announcements as to when the National Reserve Fund will be approved and calls announced, which is hoped to be by the end of the calendar year.

**LEADER** - Our 5 LEADER programmes have now closed as contracts have to be in place with businesses by 30<sup>th</sup> September 2019.

### European Social Fund (ESF)

#### ESF projects that began on 1<sup>st</sup> April 2019

- Skills Support to the Unemployed, for job seekers aged 16 or higher. Delivered by People Plus and a number of local subcontracted training organisations.



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- Support to NEET (Not in Employment, Education or Training) aged 16-24. Awarded to Market Rasen based organisation, Community Learning in Partnership. Delivered by Community Learning in Partnership and a number of other local subcontracted training organisations.
- Skills Support to the Workforce, training for people in work (excluding public and voluntary sector) .Awarded to HCUK, the commercial training arm of Hull College. Delivered by HCUK and a number of local and external subcontracted training organisations. SME businesses can contact [swadmin@hcuktraining.co.uk](mailto:swadmin@hcuktraining.co.uk) to request fully funded training or contact local College or provider directly.

**Community Grants** - a new ESF scheme is currently being procured by the ESFA. The organisation that wins this tender will set up and manage a scheme that distributes grants of up to 20K to small and/or third sector training providers for innovative proposals to support and train people who are furthest away from the labour market.

**Inward Investment** - Twenty two FDI visits took place between April and August, fourteen of these were to new companies that the GLLEP had not previously had a relationship with. Six visits are currently scheduled to take place in September and three of these are companies we have not had a close relationship with in the past. Nine FDI inward investment enquiries were received during this period and propositions were returned for all of them. In addition, throughout this period the LEP have been made aware of seven potential expansions/investments by indigenous FDIs. The area has recently been successful in securing a new Norwegian food sector inward investment into the area, NIC Ice who's parent company is the food giant Orkla. The ice cream ingredient manufacturer and distributor have located their 64,000 sqft distribution hub at St Modwens Park in Witham St Hughes. The LEP and their district council colleagues are supporting NIC Ice to ensure they are fully aware of the business support offer within Greater Lincolnshire.

**Communication and Branding** - (The text refers to activity between 15<sup>th</sup> May and 13<sup>th</sup> September 2019 since the last report to board. Tables include reference to the start of the financial year to align to the Delivery Plan.)

Look out for and participate in the joint social media campaign with our district partners for Lincolnshire Day on 1<sup>st</sup> October:-

### **Media Monitoring**

- 292 items of print, online and broadcast coverage
- An average of 2.4 mentions or articles per day
- Print and online coverage worth £277,657 Advertising Value Equivalent

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	This period	Last period	Difference	Since 1st April
Items of media coverage	292	92	+200	355
Average per day	2.4	1.5	+0.9	2.0
AVE value of coverage	£277,657	£80,911	+£196,746	£358,568

### Broadcast

- BBC Radio Lincolnshire, 8th June 2019 / Ursula Lidbetter OBE
- BBC Radio Humberside, 8th June 2019 / Ursula Lidbetter OBE
- BBC Radio Humberside, 13th September 2019 / Ursula Lidbetter interviewed about Town Deals

### Twitter

	This period	Last period	Diference	Since 1st April
Total followers	6,384	6,230	+154	+154
Retweets	590	285	+305	803
Likes	514	514	+673	1,550
Link clicks	595	195	+400	751
Engagement rate	1.1%	1.1%	=	1.0%

### LEP news stories for the Aug/ Sept period 2019:

[Major improvements planned for Gainsborough Junction](#)

[Six Lincolnshire towns invited to develop a Town Deal](#)

[LEP welcomes ambitious Midlands Engine Rail Launch](#)

[Have your say on our future food system](#)

[New factory for Wolds Manufacturing, thanks to LEP Grant](#)

### Team Lincolnshire News

[Lincolnshire lawyer appointed to FA National Council](#)

### Growth Hub Business Engagement and Media:-

**Funding Your Business Fairs - September - November - Sleaford, Stamford & Boston** - Funding Your Business Fairs can show businesses the exciting funding opportunities available, spend the morning speaking one-to-one with support providers, discover the best funding or grant options for business; seek advice on the application process and create long-lasting connections with organisations who can genuinely help businesses to grow.

**COTEMACO Launch Event - 26<sup>th</sup> September, National Centre For Food Manufacturing (NCFM)** - The Business Lincolnshire Growth Hub and University of Lincoln will be launching the COTEMACO project to businesses at this event on 26<sup>th</sup> September. The event is expected to attract 30 - 40 agri food and manufacturing businesses and the event will consist of a range of specialist speakers and panel discussions closing with a tour of the field lab hosted at the NCFM.

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**How to Recruit - Retain - Motivate - 30<sup>th</sup> October - Lincoln City Football Club, Sincil Bank, Lincoln** - The theme of this flagship event will be exploring the challenges businesses face around recruitment and retaining the right talent! The morning will combine expert opinion and experience, with audience discussion and live interactive polling. Businesses will hear from our keynote speaker, former RAF flight lieutenant and England rugby's record try scorer, Rory Underwood, who will provide a thought provoking session on high performance teams.

**#GoDigital 2019 - 21<sup>st</sup> November, Doubletree by Hilton, Lincoln** - The theme of the 5<sup>th</sup> digital conference will be 'Digital Tricks and Tools for Transformation'. We are expecting around 100 delegates to join us for a morning of keynote speakers and workshops which will enable attendees to leave the event with practical tools and information to implement digital transformation within their workplaces.

#### 4 ANNUAL DELIVERY PLAN: Area Three - Governance

- a. Evolve the LEP, its sub-groups and our governance arrangements in line with national good practice
- b. Local Assurance Framework

**Recruitment** - A paper to discuss the imminent resignation and recruitment of the LEP Chair is on the Board agenda for full discussion.

**Terms of Reference (Company Boards)** - A review is underway to align these ToRs to the newly adopted April 2019 Articles. Circulation and processing of the new Code of Conduct and Declaration of Interest for our strategic boards, company members, and observers is also underway.

**Diversity Champion** - The DC (Dean Fathers) is reviewing and addressing the succession planning/implications on diversity against our current balance (what is our aim and what does this look like against all relevant protected characteristics).

Greater Lincolnshire LEP Mid-Year Review 2019-2020

**Location:** GLLEP Office, Orchard Street, Lincoln

**Date:** 16 September 2019

**Time:** 10.00 a.m.

**Action from 2018-19 Annual Performance Review**

No.	Action Point	Date completed	Resolution
1	LEP Board to approve a revised LAF, in accordance with the revised NAF, by 31 March 2019	29 March 2019	Approved and Published
2	LEP to confirm outcome of the LEP Board interviews by February 2019	4 new Board members appointed and attended from January 2019 meeting: Gary Headland, Sarah Fairburn, Nick Worboys and Zoe Easey	Cleared
3	LEP to further review board membership once LEP geography has been confirmed		Ongoing – geography yet to be resolved - addressed under 'Governance'.
4	LEP and Accountable Body to continuously update CLGU on the development and implementation of its enhanced programme and risk management procedures, including the agreement and publication of revised project pipeline – by end March/early April 2019	29 March 2019	Actioned, but ongoing
5	CLGU and LEP to meet in October 2019 (having agreed mid-year commitment, expenditure and output targets by end February 2019) to review the first six months of delivery in 19/20 – by end October 2019	16 September 2019	Cleared – discussed as part of Mid-Year Improvement Plan and Mid-Year Review meeting
6	Senior Whitehall Sponsor to follow up with DfT to seek to expedite the publication of the Secretary of State's	12 March 2019	Cleared

	decision following the Public Inquiry on Grantham Southern Relief Road		
7	CLGU to confirm policy view on conversion of unrecycled Growing Places Fund to grant		Cleared
8	LEP to submit pictorial evidence of branding compliance by projects to CLGU – ongoing		Ongoing – pictorial evidence received
9	CLGU to hold an initiation meeting with the LEP to get their Local Industrial Strategy work underway.		Cleared – initial meeting with Area Director post APR and follow up meeting with CLGU policy team
10	LEP to continue to update CLGU on progress on the development of its Local Industrial Strategy (including the publication of its Framework and launch of a Call for Evidence) and refresh of its Strategic Economic Plan		Actioned, but ongoing
11	CLGU to respond to LEP requests for support and challenge, drawing in other Government Departments as appropriate, to support the development of its Local Industrial Strategy	Meetings with HMG held on 29 June and 21 August	Actioned, but ongoing

CLGU confirmed that all but one of the actions from the 2018-2019 review had been cleared – the exception being LEP geography. A number of actions were on-going including branding – the LEP agreed to maintain a rhythm of sending pictorial evidence for signage at project sites and including these images on their website.

### **LEP Action Point**

### **Compliance**

CLGU acknowledged that the LEP had been timely in resolving the compliance issues raised during spot-checks and asked the LEP to remain vigilant in ensuring their website was compliant with the National Assurance Framework; including updating member details and publishing board papers and minutes within the deadlines.

LEP highlighted that the site map available from the home page ensured transparent and accessible of navigation to key documentation.

CLGU offered to undertake a “mystery shopper” review of the website and to share the latest spot check “check sheet” as an aid to maintaining compliance. **CLGU Action Point**

CLGU asked the LEP to provide appropriate signage at the entrance to its Orchard Street office to clearly indicate the LEP’s occupancy. The LEP confirmed this was a work in progress. LEP agreed to provide pictorial evidence once the signage was in place. **LEP Action Point**

<b>Improvement Plan</b>
<p><i>Updated Improvement Plan appended</i></p> <p>CLGU stipulated that meeting (or exceeding) milestones and targets in the Improvement Plan would not automatically increase the marking of the LEP to ‘Good’ following the Annual Review.</p> <p>CLGU were pleased to note good progress against the qualitative and quantitative measures and milestones. The programme and risk management measures had all been undertaken. All milestone targets to 1 September 2019 had been met. Although not showing within the Quarter 1 data return three projects had been contracted between March and September 2019 CLGU acknowledged the lack of synchronicity between milestones and LGF data return submission deadlines. This needed to be taken into consideration when monitoring progress.</p> <p>CLGU acknowledged the importance of recognising that the quantitative targets had been agreed to reflect what the LEP and Accountable Body regarded as achievable over the period rather than what might ultimately be required to ensure all Programme targets are met.</p> <p>CLGU acknowledged strong progress on the development of the pipeline, LEP provided an update on progress, confirming their intention to undertake a reassessment every six months – the current project call was due to close at the end of September.</p> <p>CLGU welcomed the clarity provided by the Accountable Body’s milestone tracker spreadsheet and suggested that this become an annex to the Plan. <b>LEP and CLGU Action Point</b></p>
<b>Delivery</b>
<p>CLGU acknowledged the good progress made with LGF programme commitment levels, reflected in the achievement of Improvement Plan targets. However, the Q1 LGF data return indicated that £17m (15% of the programme) remained uncontracted. CLGU reflected on the importance of achieving full programme commitment by the end of the current financial year, when decisions about paying the final tranche of funding would be made.</p>

CLGU noted that whilst cumulative LGF expenditure has matched revised projections each year, these continue to be backloaded to end of programme. The 20/21 projection had increased by £7m between Q4 18/19 and Q1 19/20 to £32.6m (29% of the programme) and queried how this risk would be managed.

LEP talked through their scenario planning for managing commitments, expenditure and rebalancing capital swaps. They reported that failing/stalled schemes had been removed from the programme and that replacement schemes had been identified from the pipeline. The latter included a North Lincolnshire priority scheme (valued at £3.4m) that had been pre-approved by the Board and could be delivered within the remaining programme period.

CLGU supported the work undertaken to identify strategic priority schemes that could be delivered by March 2021 and suggested that careful thought needed to be given to the balancing of commitment and expenditure levels over this financial year and agreed to keep the LEP fully informed of the performance indicators for future assurance reviews. **CLGU Action Point**

The LEP welcomed this, feeling that the current lack of clarity regarding end of programme requirements hampered their programme management.

In looking ahead to the Annual Performance Review, CLGU recognised that it might be helpful for both LEPs and the Unit to adjust the national timeline for the process to allow Q2 data to be used to benchmark performance. CLGU agreed to explore this with the policy team. CLGU and the LEP also agreed that it would be helpful to hold the GLLEP Annual Review meeting towards the end of the APR window. **CLGU Action Point**

CLGU reflected that it would be helpful for uncontracted projects to be RAG rated within the LGF data dashboard return to aid the discussion about progress and principal risks (*the spreadsheet does allow for RAG rating and commentary to be entered for non-contracted projects*) **LEP Action Point**

CLGU requested more detail on the individual projects within the Skills Capital Programme so the relative positions/risks of projects were clear. The LEP reassured CLGU that an update paper on the entire programme would be provided to the Investment Board at its next meeting (27 September) and to each Board meeting thereafter. **LEP Action Point**

LEP gave an update on the position of their two red RAG rated projects:

**Lincolnshire Lakes** (and the uncontracted Northern Roundabout scheme) – the future of this scheme would be discussed at the Investment Board on 27 September, at which it was hoped that Homes England would provide an update.

**Holbeach FEZ** – currently under-going a substantial contract variation relating to power provision for the site. A “Plan B” sustainable solution was being sought, and a report had recently been lodged with the LEP outlining this.

The LEP were keen to ensure that the area's challenges with power distribution capacity were fed back to BEIS. CLGU assured the LEP that the Midlands Engine Partnership was looking to open a dialogue with Government around these issues and that the issues specific to Greater Lincolnshire were understood by the BEIS Local Energy Team.

CLGU welcomed the improved position and Amber RAG rating for the Grantham Southern Relief Road project, which at £28m LGF represented the LEP's largest single investment. The ground-breaking on the next phase of the project was scheduled for 19 September.

CLGU acknowledged the LEP's production of a comprehensive Annual Delivery Plan and the success of their AGM, which had attracted a record attendance.

## **Governance**

There was no update from CLGU or from the LEP on the position with the overlap geography.

The LEP reflected that the Government's decision to withhold capacity funding had not aided the search for a solution and that by the end of this calendar year, despite the significant in-kind contributions from Board members and stakeholders the LEP would be under considerable financial pressure. There would no longer be headroom within the LEP budget to address the skills agenda or continue with the implementation of the Local Industrial Strategy and it was important that this was highlighted to CLGU policy colleagues. **CLGU Action Point.**

The LEP confirmed that the inclusion of Rutland within the GLLEP geography was progressing and that Rutland County Council now had all the information required to take the proposal to their Executive, although the LEP was unclear of the timeframe for this. The LEP reported that for the last six months there had been no Growth Hub or Enterprise Co-ordinator services delivered in Rutland. CLGU agreed to raise this with Cambridge and Peterborough at their Mid-Year Review. GLLEP intended to deliver both services for Rutland from March 2020. **CLGU Action Point.**

On board composition, CLGU noted that by the end of September the LEP would have three private sector vacancies and asked about progress with filling the vacancies. LEP confirmed they had been holding off on a recruitment campaign due to the unresolved geography issue but had offered a private sector position to Rutland. CLGU encouraged the LEP to do all they could to fill the vacancies by the end of the calendar year and to confirm who would succeed David Dexter as SME Champion. **LEP Action Point**

Recognising that the Chair was keen to manage the size of the Board, CLGU suggested it might be helpful to revise the Accountable Body membership to observer status.



CLGU were encouraged to see the good progress made with achieving a gender balance within Board membership (current level 38%) but recognised that reaching the LEP Review target of 50% by 1 April 2023 would be challenged when the LEP Chair and HE representative stand down next year. The LEP were confident of achieving the 50% target, their previous approaches to Board recruitment having led to 20 good applications from female candidates.

LEP recognised that the current Chair's term should officially end in December 2019, however they would seek Government approval to extend her term by a further three months (to end March 2020) to enable a smooth transition. **LEP Action Point**

LEP requested support from CLGU with the Chair recruitment recognising this to be a challenging exercise. CLGU confirmed they would provide support to advertise the post through the Public Appointments website and suggested that the LEP engage with the local MPs holding Ministerial positions (Matt Warman and Victoria Atkins), with support from the local BRO's (including the Chamber, FSB and CBI). The LEP reflected they would ideally use an executive recruiter, but the cost could prove prohibitive given their budgetary situation. **CLGU and LEP Action Points.**

CLGU welcomed the visible collaboration with D2N2 and Humber LEP and queried the collaboration levels with New Anglia and Cambridge and Peterborough. The LEP advised CLGU of collaboration activity, including the agreement of a MOU with Cambridge and Peterborough, but acknowledged there was scope for more engagement. CLGU requested that the Chair reach out to the new Cambridge and Peterborough Chair, Austin Adams, who would welcome the benefit of her experience. The LEP agreed to set up the meeting. **LEP Action Point.**

The LEP outlined their scrutiny arrangements, with formal scrutiny undertaken by Lincolnshire County Council, but with all other Local Authorities having been invited to include the LEP on their scrutiny agendas. Significant challenge is also offered through the Lincolnshire Leaders Joint Committee.

### **Strategic Impact**

CLGU noted good progress with LIS development to date and strong ambitions to accelerate (to enable the LIS to be agreed to the same timetable as Humber). The Mid-Year review was followed by a LIS Challenge Session.

CLGU queried the LEP's plans and progress to refresh the Strategic Economic Plan, noting that the LEP Delivery Plan referenced 'last refresh in 2016 and plans for further fresh in Autumn/Winter 2019'. The LEP confirmed they had taken the decision to delay commissioning a SEP refresh until the LIS development was complete and there was a budget available to undertake the work. **LEP Action Point.**



**LEP Feedback**

The LEP enquired whether a framework would be provided for the evaluation of the LEP Programme. CLGU advised that there were no plans to standardise the approach to evaluation and the LEP should go ahead and commission their evaluation, in line with their local requirements.

**AOB**

There was no AOB

**Action Points**

Action #	Action Point	Owner	Date to be completed	Date completed	Resolution
1	To submit pictorial evidence for signage at project sites and include these images on website.	LEP	On-going		
2	To undertake a "mystery shopper" review of the LEP website and to share the latest spot check "check sheet" as an aid to maintaining compliance	CLGU	30 Sep 2019		
3	To provide pictorial evidence of LEP signage in place at Orchard Street office	LEP	30 Sep 2019		
4	To include Accountable Body's milestone tracker spreadsheet as an annex	LEP and CLGU	On-going		

	to the Improvement Plan.				
5	To keep LEP fully informed of the performance indicators for future assurance reviews	CLGU	On-going		
6	To explore with the policy team the possibility of including Q2 data by delaying the date to make the final LGF payment to April/May and to schedule the GLLEP Annual Review meeting towards the end of the APR window	LEP and CLGU	Agree date for APR by 30 Nov 2019		
6	Uncontracted projects to be RAG rated within the Q2 LGF data return	LEP	22 Nov 2019		
7	To provide more detail on the individual projects within the Skills Capital Programme	LEP	30 Sep 2019 and on-going		
8	To highlight to CLGU policy colleagues	CLGU	31 Oct 2019		

	the budget restraints placed upon the LEP as a result of withholding capacity funding ( <i>through MYR process</i> )				
9	To raise withdrawal of Growth Hub and Enterprise co-ordinator services in Rutland with Cambridge and Peterborough at their Mid-Year Review.	CLGU	18 Sep 2019		
10	To confirm the Board's new SME Champion	LEP	31 Oct 2019		
11	To submit a case to extend the current Chair's term of office until the end of the financial year	LEP	30 Sep 2019		
12	To progress actions to support the recruitment of a new Chair	CLGU/LEP	31 Dec 2019		
13	To set up a meeting between the LEP Chair and the new Cambridge and Peterborough	LEP	31 Oct 2019		

	Chair				
14	To update on progress to refresh the Strategic Economic Plan, following completion of the LIS and subject to budget	LEP	31 Dec 2019		

**Attendees:**

**LEP Attendees:**

Ursula Lidbetter OBE, Chair GLLEP  
Ruth Carver, CEO GLLEP  
Halina Davies, GLLEP Programme Manager

**Accountable Body Attendees:**

Andrew Crookham, Executive Director Resources & Section 151  
Officer, Lincolnshire County Council  
Linsay Hill-Pritchard, Principal Commissioning Officer, Lincolnshire County Council

**Government Attendees:**

Rowena Limb, Area Director for East Midlands, Ox-Cam and East Anglia, Cities and Local Growth Unit  
Pete Holmes, Area Lead, CLGU  
Melanie Phythian, Assistant Area Lead, CLGU (note taker)

# Paper 4 – Governance: Terms of Reference Review

Publication	Public Paper (published)				
Meeting date:	27 <sup>th</sup> September 2019				
Agenda Item:	Governance: Terms of Reference Review				
Item Subject:	4				
Author:	Kate Storey				
For:	Discussion		Decision	X	Information

## Recommendation:

1. LEP Board Directors are asked to review and approve the updated ToRs to align to the new Articles adopted April 2019.
2. The Board is asked to review and approve review dates for company ToRs.

**1 Summary** - LEP Company Boards (1) BOARD (Directors), (2) Investment (3) Appointments (4) Finance and Audit, have been redrafted to align to the newly adopted LEP Articles of Association updated in April 2019.

**2 Background** - The LEP solicitor (Wilkin and Chapman) has proposed a new model for ToRs and recommended that only the main board is henceforth entitled 'board' whilst the company sub-boards above are renamed as committees, in line with standard ltd company models.

The redrafted ToRs for the following boards (committees) will be circulated to members during October for review and recommendations to be brought to the November Directors Board for approval (1) Investment (2) Appointments (3) Finance and Audit.

Directors ToRs are for review with this Paper (4a), and are intended as an operational guidance document which refers to the fuller detail where applicable which is contained in the Articles of Association.

It is recommended that the Board ToRs are reviewed annually and the committee ToRs (1) Investment (2) Appointments (3) Finance and Audit, are reviewed biennially (two yearly).

**The LEP Board is asked to discuss and agree (1) renaming of company boards and (2) the updated Directors Board Terms of Reference (3) ToR review periods.**

**3 - Terms of Reference** - Enclosed ToRs at Paper 4a. The primary adjustments are:-

1. Constitution
  - New header including reference to Articles of Association for full detail
2. Duties and Terms of Reference
  - Added in Local Industrial Strategy development as key focus;
  - Added investment opportunities (lifted from the Articles);
  - Added responses to economic shocks (lifted from the Articles);
  - Added diversity and equality (aligned to LEP Review);
  - Added ensuring independent legal personality (aligned to LEP Review)

# Paper 4 – Governance: Terms of Reference Review

- Added digital and creative to capture emerging sectors;

## 3. Membership

This section is largely redrafted using edited wording from the Articles. The section is intended (and states), it is an edited summary of the Articles which should be referred to for full details.

- Adjusted composition and number of directors (aligned to Articles);
- Adjusted representative organisations and sectors (aligned to Articles);
- Added in gender balance and targets (aligned to LEP Review);
- Adjusted appointment and terms of Directors (aligned to Articles);
- Deleted the recruitment process as is detailed elsewhere (Articles and Policy 15 -Appointment of the Greater Lincolnshire LEP Directors, Company Members and Company Boards);
- Adjusted deputy chairs from one to two (aligned to Articles)

## 4. Attendance at Meetings

- Moved and adjusted voting references to voting section.

## 5. Notice of Meetings

- Reworded with little content change (aligned to Articles)

## 6. Quorum

- Adjusted from quorate of six to three (aligned to Articles);
- Adjusted composition of quorum from minimum of three private sector directors to one private sector and one public sector (aligned to Articles)

## 7. Declarations of Interest

- Reworded with little content change (aligned to Articles)

## 8. Voting

- Adjusted from consensus to majority (aligned to Articles);
- Added telephone conference option (aligned to Articles);
- Adjusted third party observer rights to include written approval required and the need to sign the Observers Code of Conduct (aligned to Articles);

## 9. Authority

- New generic section (standard ltd co model)

## 10. Reporting

- Added annual signing of Code of Conduct to annual Declarations of Interest (aligned to Articles);
- Added declarations in meetings (aligned to Articles);



# Paper 4 – Governance: Terms of Reference Review

## 11. General Matters

- New generic section across all company board ToRs (standard ltd co model)

## 12. Linked Policy Reference Docs

- Added new section to include Articles link, detailed recruitment, JDs, and appointment policy docs.

**4 - Governance Review** - A governance review has been scoped and the tender procurement process has recently begun. A peer review with a buddy LEP is due to take place this financial year and should feed into the process.

**5 - Diversity Champion** - The DC (Dean Fathers) is reviewing and addressing the succession planning/implications on diversity against our current balance (what is our aim and what does this look like against all relevant protected characteristics).

# Paper 5

## Impact of the Lincolnshire Growth Hub & Bi-Annual Report

Publication	Public Paper (published)					
Meeting date:	27 <sup>th</sup> September 2019					
Agenda Item:	5					
Item Subject:	Impact of the Lincolnshire Growth Hub & Bi-Annual Report					
Author:	Samantha Harrison					
For:	Discussion	X	Decision		Information	

### 1 Summary

1.1. This report provides an update on the activity and impact on the LEP's business support arm, the Business Lincolnshire Growth Hub. The Hub continues to develop and grow, new ERDF funding has been secured up until May 2022 and we are currently bidding for funds to extend this delivery to June 2023, advisory provision has been enhanced and the new scale up business support programme has been well received.

Over the next 12 months the Growth Hub will focus on supporting businesses to navigate through BREXIT, with support to ScaleUp, internationalise, utilise modern technology, enhance their leadership and management capability, undertake research and development, embrace skills development and access apprenticeships. Renewed emphasis will be placed on enhancing communication channels through a front line telephone enquiry handling service, awareness raising and increasing business take up and extending social media reach.

### 2 Background

2.1. The Business Lincolnshire Growth Hub (BLGH) was launched by the LEP in April 2015 following a BEIS requirement for all Local Enterprise partnerships to facilitate the development of a Growth Hub to provide a one-stop support shop which supports businesses from all sectors and at all growth stages. It provides a single access point to a targeted package of information, diagnostic, advisory, coaching, mentoring and development programmes for business. Furthermore, the Hub ensures a 'single conversation' is facilitated with local businesses, raising awareness and uptake of both public and private sector support, by improving co-ordination, marketing and signposting.

#### 2.2 The Business Lincolnshire Growth Hub has the following objectives;

- To provide a service that meets the identified needs of businesses
- Work to align business support offers
- Develop greater intelligence to deliver an added value offer
- Develop and implement a segmented service offer
- Investigate future sustainability options
- Develop strong partnerships with professional intermediaries

## Paper 5

# Impact of the Lincolnshire Growth Hub & Bi-Annual Report

### The Business Lincolnshire Growth Hub offer includes;

- One to one General Advice - fully funded, easy access to impartial business growth adviser who will undertake a Business Review and Action Plan
- One to one specialist advice - fully funded specialist support around accessing finance, resource efficiency, supply chain development, digital, innovation, exporting as well as sectoral support such as for manufacturing and agri-food
- ScaleUp Account Manager, ScaleUp Workshop Programmes including coaching
- Business workshops, briefings & flagship events
- Online information portal - [www.businesslincolnshire.com](http://www.businesslincolnshire.com) - which provides:
  - Advice and grant scheme finder - information and access to all the publically funded and private business support offers as well as grants and growth finance
  - Guides and self-help tools
  - Events calendar
  - Information on business opportunities and skills
- Access to National Business Support Helpline via phone or online webchat
- Facilitated access to the national programmes including: Department for International Trade, Intellectual Property Office, Innovate UK, Enterprise Europe Network, etc.
- Access to outreach 'spokes', e.g., enterprise, innovation and incubation spaces across the county, which provide services such as virtual office, hot desk facilities, meeting rooms, networking events, etc.

### 3. New ERDF Business Support Growth Hub Bid Funds secured

The growth hub enhanced its business support offer by securing ERDF funds to provide extra services to businesses over and above what the BEIS funding can cover. We have secured Business Lincolnshire Sustainable Business Growth 2 (BLSBG2) is a £5.28m project which will enable the growth hub to extend the business support services via the Sustainable Business Growth and Digital Business Growth projects from July 2019 to May 2022. The support programme will be marketed externally as Growth Lincolnshire. (We are currently completing a new ERDF funding outline application to extend this programme until June 2023, which will provide support until we can access the UK Shared Prosperity funds.)

The project will be focussed towards working with 1087 established businesses, they will be provided with support at least 3 hours of support with 768 enterprises receiving either 12 hours of advisory support and/or at least £1000 grants. Overall the project will create 204 jobs whilst increasing productivity and unlocking private sector investment of £775,000.

## Paper 5

# Impact of the Lincolnshire Growth Hub & Bi-Annual Report

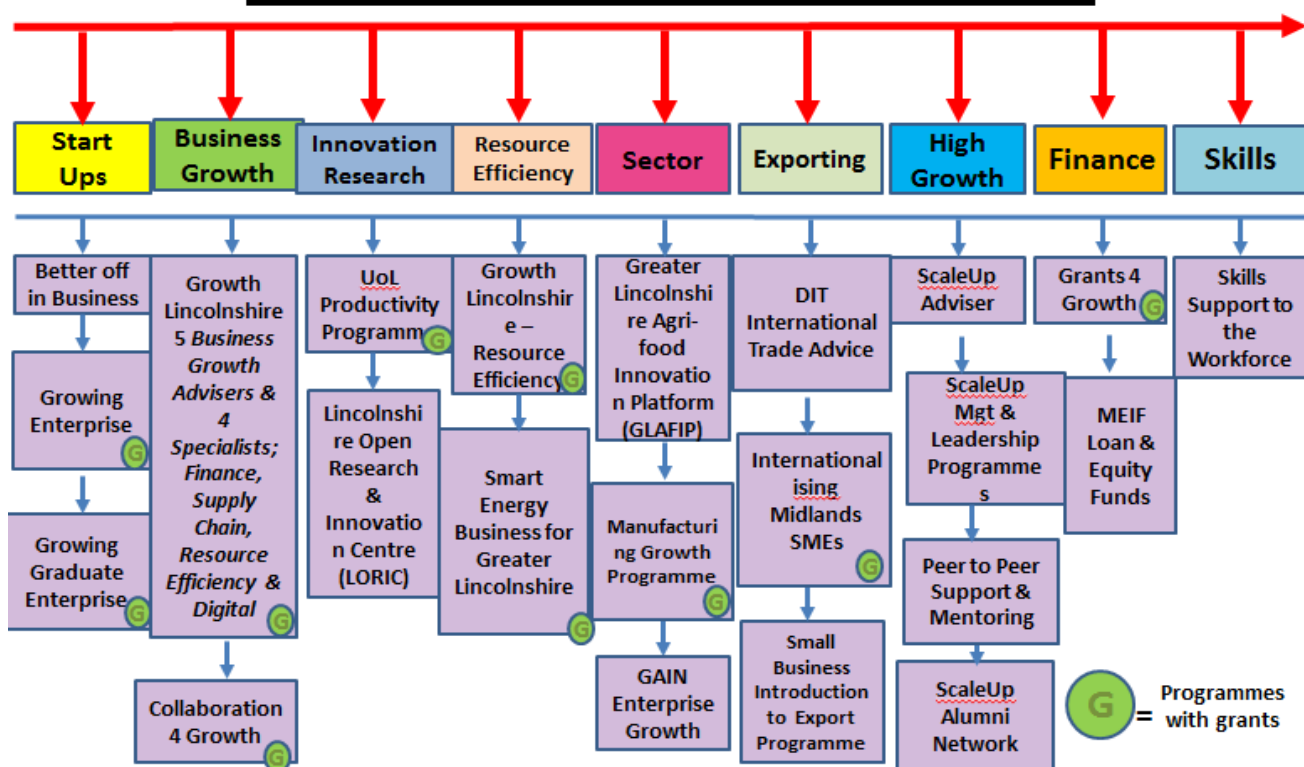
Growth Lincolnshire will provide a comprehensive and enhanced offer of one to one support, capacity building and growth funding, and will include the following support:

- ✓ 1 to1 and 1 to many business support covering
  - information advice and guidance and action planning for growth
  - specialist advice including
    - investment readiness/ access to private sector investors
    - resource efficiency
    - developing use of digital technologies and ICT
    - Supply chain development
    - Legislative Best Practice - early stage best practice advice to businesses to achieve legislative compliance
    - Other niche / specialist support as demand dictates eg Manufacturing, IP,
  - enhanced assistance for high growth potential SMEs (scale ups)
    - Business Leaders Peer Support and Mentoring
- ✓ Events, briefings, workshops and masterclasses
- ✓ Business Growth Grants - providing capital (60% match) and revenue (50% match) of £1,000 to £10,000 to enable growth projects to be brought forwards
- ✓ Digital Growth Grants - providing £1,000 (50% match) grants to enable businesses to invest in digital products and services

## 4 Business Support Simplification

4.1 The growth hub has a responsibility to ensure coordination across the business support offers. The following programmes listed in the below diagram have secured ERDF continuation funding for another 3 years delivery up until 2022, the majority of programmes are also seeking to secure extension funds to June 20303 this will help limit the stop/start nature of publically funded services.

## Business Lincolnshire Growth Hub ESIF Business Support Programmes



### 5 Business Lincolnshire Growth Hub Key Performance Outcomes

Figures from April 2018 to 31 March 2019	Number	Apr - Jun 2019 ( Bi Annual)
Growth Hub Adviser Engagements	1,258	242
Business Diagnostics	718	195
Client satisfaction with Growth Hub Service	92 %	90%
Intermediary interactions	84	22
Businesslincolnshire.com unique users	25,357	4627
No of Individuals helped to start a business	233	68

## Paper 5

# Impact of the Lincolnshire Growth Hub & Bi-Annual Report

Business Workshops event attendees	772	141
Sponsored event attendees	3,759	333
Grants approved - cumulative	345	41
Total value of Grants Paid - Cumulative	£1,072,944	£1,381,960 (Cumulative)
Private Sector Match Secured - Cumulative	£2,804,515	£3,590,896 (Cumulative)
Facebook Likes - Cumulative	947	966 (Cumulative)
Twitter followers - Cumulative	5419	5,529 (Cumulative)
New Jobs Created - Cumulative	1,187	1,270 (Cumulative)

### 6. Growth Hub 2018-9 Successes

- 1) Businesses that have accessed the Growth Hubs support, particularly the Growth Hub face to face support, have been developing and growing. During 2018/9 243 new jobs have been created.
- 2) Through partnering with professional intermediaries we have been able to deliver high profile, professional events e.g. the 4<sup>th</sup> Greater Lincolnshire Manufacturing in Action Conference (120 delegates), Heritage Works Visitor Economy Conference (100 delegates), Taming the Dragon, Start Up and Grow Conference and GLLEP Business Live/ Growth Hub event etc.
- 3) Bitesize and workshops events have taken place across the Greater Lincolnshire area - covering E commerce, Digital Marketing, SEO Tips, Tender Writing, Cyber Attack, Team Building, GDPR, Brexit Readiness, R& D Tax Credits etc .
- 4) Tailored workshop programmes have been delivered for supply chain development, digital technology, resource efficiency, supply chain development and financial readiness.
- 5) We have successfully delivered the £5m ERDF Sustainable Business Growth- Growth Lincolnshire Phase 1 programme
- 6) We have held 5 Funding Fairs across the County to ensure business are aware of the full range of support available to support their growth

## Paper 5

# Impact of the Lincolnshire Growth Hub & Bi-Annual Report

- 7) Our 3 pilot ScaleUp workshop programmes (tailored to the learning styles of the scale up businesses) have been piloted during 2018/19. 59 future/existing ScaleUps are currently on the programmes.
- 8) We are working with the University of Lincoln and 6 Transnational Partners to deliver an Interreg Funded programme called COTEMACO - Collaborative robots within Agri-food/ Manufacturing environments. Lincolnshire businesses will receive advisory support and travel grants
- 9) We have secured external funding via BEIS Office for Product Safety & Standards to develop our Better Business for All Lincolnshire Partnership and action plan.
- 10) We help to promote the manufacturing sectoring through the Made in Lincolnshire supply chain information and we support the Made in Lincolnshire Awards.
- 11) We are supporting our businesses to make international connections and have established civic and trade relations with Hunan Province in China. We have held events, promoted trade missions and made supply chain connections and hosted delegations.
- 12) We have been working with the digital sector to develop a support strategy and a Digital Hub for Lincolnshire.
- 13) Lincolnshire Investment Network, the objective of the LIN “programme” was to be the investment readiness stream of the Business Lincolnshire Growth Hub, providing specialist funding support to 151 business, held 12 briefings, developed 9 investors, held 6 Dragons Den style events and 12 businesses have secured over 3m in grants, equity and loan funding

## 7 Service Enhancements for 2019/20

### 7.1 Export Support Service for Small businesses

International trade continues to be one of the main priorities for the Growth Hub. We are keen to enable more businesses to access new market opportunities and become more confident in trading internationally. This is resulted in a small procurement exercise to secure a delivery agent to provide a service for small businesses within Greater Lincolnshire. This will act as a stepping stone to help them to access the national Department for International Trade (DIT) offers.

The support will be delivered in harmony with the existing DIT International Trade Support, eg, [www.great.gov.uk](http://www.great.gov.uk) , International Trade Advisors, and E-commerce Advisors.

A dedicated Export Adviser, Mike Stokes, will be available on a call off basis.

## Paper 5

# Impact of the Lincolnshire Growth Hub & Bi-Annual Report

Small and micro businesses will be offered two adviser-led services, linked to export journey stage:

- **Export Readiness Assessment** -for businesses that are interested in exporting but aren't convinced that their current products or services are exportable and want to understand the actions they need to take to become export ready.
- **In Depth Export Diagnostic** -for businesses that have an export-ready product or service or that already have some international customers, but no coherent export strategy. This review covers nine areas: the business, products & services, export objectives, planning & market knowledge, people & experience, operations, sales & marketing, finance and Brexit impacts.

The support offer will also include 7 half day Export Basics Workshops (one per district)

- Finding new customers by going global (export basics)
- Global route mapper (market selection and research)
- Creating a global shop window (international ecommerce)

The programme commenced in April 2019 and will be evaluated annually.

### 8 LEP Board Alignment

The Growth Hub Board will align with both the Innovation Council and the Employment & Skills Board and work jointly on cross-cutting themes, including Sector development, the Local Industrial Strategy and Strategic Economic Plan. This joint working will help to ensure future work plans are co-ordinated and help to shape future strategy and delivery mechanisms to transform the future. The first joint meeting is on the 25 September.

### 9 Local Industrial Strategy

The Growth Hub is fully integrated into the LEP/LCC planning process, we are aligned with the Local Industrial Strategy work and are co-authors on the Business Environment policy paper.

All our board members have been consulted and have had the opportunity to shape future support and feed into the LIS priorities. The Growth Hub will support the LIS and provide a vehicle to deliver the policy priorities.

### 10. BEIS Funds Brexit Business Readiness

10.1 GL LEP have been selected by BEIS to act as a new Growth Hub Cluster lead for the East Midlands region. This cluster model is part of a wider HMG business readiness programme and given the pace at which BEIS will need things to happen, to optimise the value and flexibility of the funding and to drive progress and impact reporting in the most efficient way.

Greater Manchester Business Growth will act as the BEIS national managing partner and will support BEIS in working directly with new Growth Hub Clusters to help shape and roll out the EU exit Brexit Readiness programme. There are 10 new regional Growth Hub clusters through which this particular funding will flow, that when



## Paper 5

# Impact of the Lincolnshire Growth Hub & Bi-Annual Report

connected will become more than the sum of their parts and provide a more strategically focused network through which government can engage the business community and deliver this project as pace. The primary key activities that have to be delivered at this time are:

- Supporting roll-out of regional ‘One Government’ EU exit business readiness workshops
- Drawing together a detailed programme of all regional and local events and wider opportunities which enable direct engagement with business, especially SMEs, and react where gaps exist.
- Reporting the specific issues that business report as barriers to being ready for EU exit, identify emerging issues/trends in respect of potential economic shocks (BEIS Business Intelligence Unit).
- Providing weekly reports on activities including business numbers engaged; events delivered, issues raised, issues resolved and issues to be escalated.
- Scaling up the number of businesses (particularly SMEs) engaged and cascading the business readiness message to as many businesses as possible in advance of EU exit.
- Focus on explaining and advocating for the clear readiness actions that all businesses can take and providing them with quick access to national and local business readiness collaterals.
- Signpost businesses to other sources of further information and support (local, national, public and private) where required.

The national managing partner and cluster leads have been selected on the basis of their existing Growth Hub performance over a number of years, capacity to absorb the new roles at pace, quality of business intelligence reported to date and achieving coverage with sensible clusters across England. Funding to clusters leads will reflect both a core standard role for each cluster and an element that reflects the relative size of the business population.

### 10.2 BREXIT Funding Allocation for East Midlands Cluster

Funds have been allocated to support businesses across the East Midlands LEP geography and will be available until 31 March 2020.

#### Coordination role funds for Cluster lead

- 1) Source a part time Project Manager from the Lincolnshire County Council Strategic Project Team and access an intern from the University of Lincoln, intelligence gathering role to collate, analyse report in to BEIS.

#### Funds - covering GLLEP/ D2N2 / Leicester & Leicestershire LEP

## Paper 5

# Impact of the Lincolnshire Growth Hub & Bi-Annual Report

- Use money to fund nationally recognised business analysts to provide tailored proactive support to businesses across then EM region- through free of charge drop in surgeries. Provision of consultancy support to review business plans, supply chain, internationalisation strategies - to bolster business thinking/ planning etc.
- Use money to fund specialist sectoral consultancy - after the 31 Oct.

The EM Cluster will need to devise an outline how the funds will be allocated for activity been now and the 31<sup>st</sup> March 2020.

Finally we need to liaise with West Yorkshire Combined Authority because they have the funds for the Humber area which includes our North and North East Lincolnshire overlap.

### 11. Future Actions/ Events for 2019/20

- Enhance advisor support for Brexit - Opportunities and shocks/intelligence gathering
- Further develop the growth hub's globalisation offer
- Support the development of the Tourism Sector Deal and the business support requirements for the visitor economy
- Promote the digitalisation support offer to traditional industries
- Bring the ScaleUp business community together in with an Alumni event/ make direct connection with innovation support offers

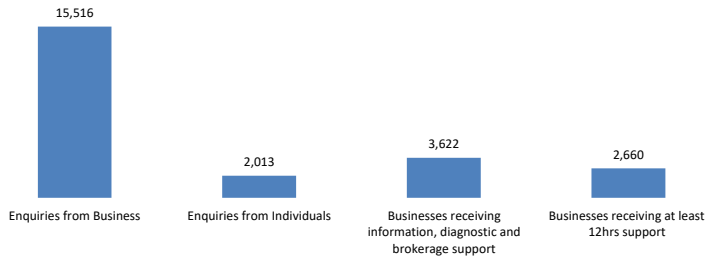
#### Flagship Events

- Greater Lincolnshire Food Robotics & Process Automation Conference Thursday 26 September 2019 National Centre for Food Manufacturing, Holbeach
- How to Attract, Recruit, Retain Talent for your Business- 31<sup>st</sup> October Lincoln City Football Club
- #GoDigital19 Conference - Digital Tools & Tricks for Transformation - 21<sup>st</sup> November Hilton Lincoln

### 12 Conclusion

The LEP's Growth Hub is performing well and has achieved good results since its inception April 2015. Satisfaction levels and feedback reported from clients is also good. Impact in terms of job creation is excellent and this has been enhanced due to growth hub clients realising their growth plans and re engaging with their adviser for further support. The Growth Hub is maintaining relationships with all business contacts so that we are continually capturing jobs and GVA impacts as they are realised.

## Businesses Supported

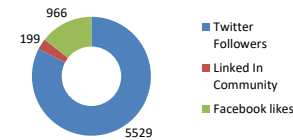


**970**  
helped to start a business

**566**  
Businesses Created

**1270**  
Jobs Created

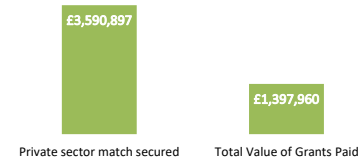
## Social Media



Website Visitors **147,800**

**397**

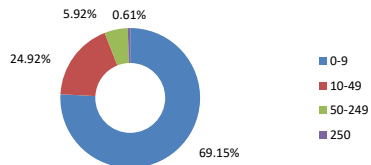
Number of Grants Approved



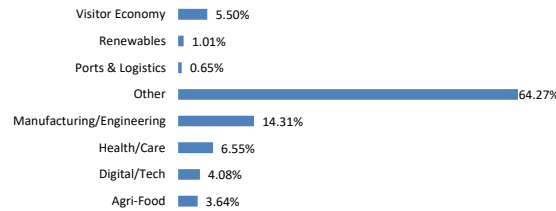
Satisfaction with the Growth Hub

**91%**

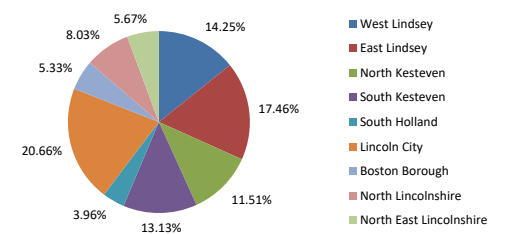
## SME Employee Numbers



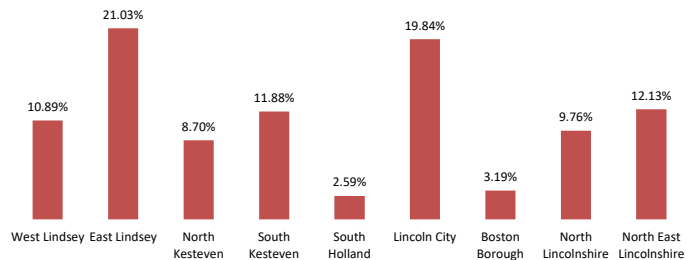
## SME Sectors



## SMEs by Authority Area



## Jobs Created by Authority Area



## Reasons for Accessing Support

