



LEP DIRECTORS BOARD

29th November 2019

Apollo Suite, Mercury House, Willoughton
Drive, Foxby Lane Business Park,
Gainsborough, DN21 1DY

Paper 0 - Greater Lincolnshire LEP Board Agenda

Refreshments available from 9.30			
Time	Item	Lead	Status
10.00	1 Welcome, Apologies, Declarations of Interest 1a FOR APPROVAL - LEP Board Minutes September 2019 1b FOR APPROVAL - LEP Board Minutes October 2019 1.1 FOR INFO - Decision Log 1.2 FOR INFO - Review of Actions 1.3 FOR APPROVAL - Approval of Forward Plan 2020	Chair	Publication
Governance			
10.20	2.0 FOR INFO - LEP Chair and Chief Executive's Report including electronic approval of refreshed TOR's and new board directors, and members of the Energy Council. 2.1 DECISION - LEP Review letter	Chair and CX	Publication
	3.0 DECISION - Governance	CX	Publication
Delivery			
	4.0 Employment and Skills Board Update 4.1 Employment & Skills Board Action Plan	Pat Doody/ Clare Hughes	Publication
	5.0 FOR INFO - Progress on Visitor Economy Board and Tourism Zone	Chris Baron	Publication
	6.0 FOR INFO - Digital Approach	Zoe King	Presentation
Strategy			
	7.0 FOR INFO - Energy Strategy, Energy Council and Prospectus	CX	
	8.0 FOR INFO - Fresh Produce Businesses	Gary Headland	Verbal
	9.0 FOR INFO - Towns Fund, High Street Fund, and Heritage Fund	CX	To follow

12.30	AOB and close of meeting and lunch 1.00pm - Investment Committee	All	
	Date of next meeting - 31st January 2020		

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), Pat Doody (Vice Chair & Nat West, Chair of ESB), Cllr Philip Jackson (Vice Chair and NELC), Cllr Craig Leyland (ELDC), Cllr Colin Davie (LCC), Cllr Rob Waltham (NLC), Cllr Ric Metcalfe (CoL), Chris Baron (Chair of VE Board Butlins, Skegness), Dean Fathers (Health and Diversity Champion), Debbie Barnes (LCC), Gary Headland (Lincoln College), Mary Stuart (UoL and Chair of Business Lincolnshire Board, and the Innovation Council), Nick Worboys (Longhurst), Sarah Louise Fairburn (L J Fairburn & Sons Ltd and Food Board Chair), Zoe King (Epix Media and SME Champion), Alric Blake (AllTech), Stephen Fidler (DfT & GLLEP Sponsor)

Apologies: Andrew Crookham (S151 Officer LCC)

Observers: Pete Holmes (BEIS), Simon Green (NLC), Clive Tritton (NELC), Christine Trill (Rutland CC)

Officers: Ruth Carver, Sue Groves (Note Taker)

For Agenda items: Clare Hughes LEP

Parking Arrangements

Parking available at Mercury House, Willoughton Lane, Gainsborough

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

- AP1 - East Midlands LEPs response to the Oakervee Review
- AP2 - Response from LEP Network to the call for evidence on developing a National Food Strategy
- AP3 - Visitor Economy Board Draft Minutes - 3rd October 2019
- AP4 - Water Management Board Draft Minutes - 5th November 2019
- AP5 - Innovation Council Minutes - 25th September 2019

Key dates for LEP Board Members

<p><u>LEP Board Dates and Venues 2020</u> 31st January - venue to be confirmed 20th March - venue to be confirmed 21st May - venue to be confirmed 24th July - venue to be confirmed 25th September - venue to be confirmed 27th November - venue to be confirmed</p>	<p><u>Water Management Board</u> 2020 dates to be arranged <u>Manufacturing Board</u> 4 December 2019 <u>Visitor Economy Board</u> 12th December 2019, 10 February 2020 <u>Employment & Skills Board 2020</u> 3rd February, 28th April, 30th June, 2nd October, 8th December</p>
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	<u>Innovation Council</u> 2020 dates to be arranged <u>Growth Hub Governance Board</u> 11 th December <u>ESIF Sub-Committee</u> 11 th December
<u>LEP Investment Board 2020</u> 31 st January, 20 th March, 21 st May, 24 th July, 25 th September, 27 th November	<u>Greater Lincs LEP Conference</u> 10 th July 2020
<u>LEP Skills Conference</u> 20 th March 2020	

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Minutes of the Greater Lincolnshire LEP Board

27th September 2019

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

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), Dean Fathers (Health), Debbie Barnes (LCC), Professor Mary Stuart (UoL), Pat Doody (Nat West), Gary Headland (Lincs Chamber & IoD), Sarah Louise Fairburn (L J Fairburn & Sons Ltd)

Apologies: Cllr Craig Leyland (ELDC), Chris Baron (Butlins), Nick Worboys (Longhurst Group), Zoe King (Epix Media), Stephen Fidler (Senior Sponsor DfT)

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

Observers: Pete Holmes (CLOG), Andrew Crookham (S151 Officer & AB)

For Agenda Items: Samantha Harrison (Business Lincolnshire), Simon Bandy (Local Partnerships), Alex Gardiner (Metro Dynamics), James Baty (GLLEP), Clare Hughes (GLLEP)

A welcome and introductory presentation to Boole Technology Centre was given by Tom Blount, Director of LSIP.

Apologies and Declarations of Interest -

Apologies were noted from Cllr Craig Leyland, Chris Baron, Nick Worboys, Zoe King and Stephen Fidler DFT (Senior Sponsor).

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 19th July 2019 were accepted as a true record.

Matters Arising:

- Cllr Oliver Hemsley from Rutland County Council has been invited to attend Board meetings as an observer.
- All Board Directors to renew rolling agenda.

LEP Directors Report (Paper 2) - Ruth Carver

- LEP Board Directors were asked to support the recommendations from the Appointments Committee to appoint Paul Scott to join the Business Lincolnshire Board and Mike Gallimore, Nick Broom and Robert Willey to join the Manufacturing Board. These appointments were approved.
- A mid-year review was held on the 16th September and a note circulated to the Board for discussion and approval. The mid-year review was designed to be a light-touch progress discussion, but also coincided with a review of the LEP's Improvement Plan. On the latter the Cities and Local Growth Unit noted good progress in implementing the enhanced programme, risk management and pipeline procedures. Delivery is still a challenge with only 18 months left on the Single Local Growth Fund programme. Currently 87% of the programme is contracted and the expectation is that the remainder will be contracted by the end of this financial year to enable LGF expenditure by the end of March 2021. A discussion will be held at the Investment Board on maximising commitment levels on expenditure.

- LIS - Production of the Local Industrial Strategy is on schedule and the Board will be asked to approve a draft strategy at the extraordinary Board meeting to be held in October. Drafting is now under way, 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.
- The forecast for core funding the 2019/20 is full utilisation; any new expenditure therefore would need to be considered collectively.
- Quarter 2 finances will be reported at the October Board and recommendations on priorities discussed.
- Ruth Carver to give a financial update at the Board meeting to be held in October.

Actions:

- Appointments Committee approved that Paul Scott join the Business Lincolnshire Board and Mike Gallimore, Nick Broom and Robert Willey join the Manufacturing Board.

LEP Chair and Deputy Chair Recruitment (Paper 3) - Ruth Carver

The Chair's term is due to end at the March 2020. The Board considered a proposal to procure a nationally recognised recruitment consultant that specialises in the recruitment of Chairs for government funded bodies. The estimated costs are £7-10,000.

Following a discussion, it was agreed not to bring in a recruitment company at this stage and that Board Directors would support the use of social media and advertising to promote the opportunity widely.

Decisions:

- The process of recruiting the new LEP Chair was agreed
- The Job Description for the Chair was approved
- The composition of the Chair's Appointment Panel and to seek nominations by email for the Appointments committee to decide was agreed
- The Vice Chair Job Description was approved
- Call for nominations for 2 Vice Chairs to be submitted by 20th October from the existing Board Directors to become Vice Chairs was agreed
- Nominations to be sought from private sector Board Directors to join the Investment Board agreed
- Agreed to recruit 2 to 3 new Board Directors for the LEP Board, ie, Business leaders, focusing on Defence, Manufacturing, Energy and more female members

Terms of Reference (Paper 4) - Ruth Carver

Board Directors were asked to review and approve the updated Terms of Reference for the LEP Board to align to the new Articles which were adopted in April 2019, and also to approve the review dates, ie, annually.

Queries were raised on a number of areas, ie, conference calls, electronic signatures, number of attendees to be quorate, so it was agreed that a revised version would be produced and circulated.

Actions:

- Revised version of Terms of Reference to be circulated to Board Directors.
 - Agreed that the Terms of Reference for the Board will be reviewed annually and that all other boards would be reviewed every two years, the Terms of Reference and Policy planner to be updated accordingly.
- Agreed that the company board be renamed to committees where they are decision making.

Impact of the Lincolnshire Growth Hub & Bi-Annual Report (Paper 5) - Samantha Harrison

SLH informed the Board that the Growth Hub had had a productive year and had successfully delivered its Phase 1 Sustainable Business Growth European project. The Hub continues to develop and grow and recently, new ERDF funding has been secured until May 2022 and is currently bidding for funds to extend this delivery to June 2023.

The new ERDF funding has enabled the Growth Hub to directly incorporate Trading Standards support including early stage best practice advice to businesses to achieve legislative compliance.

Key performance outcomes have shown increases in the number of individuals helped to start a business; the number of businesses who have engaged with the Growth Hub and the number of new jobs created.

Through partnering with professional intermediaries, the Growth Hub has been able to deliver high profile, professional events, ie, the 4th Greater Lincolnshire Manufacturing in Action Conference, Heritage Works Visitor Economy Conference, Taming the Dragon, Start Up and Grow Conference and GLLEP Business Live/Growth Hub event.

The Growth Hub is 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 and Lincolnshire businesses will receive advisory support and travel grants. They have also been working with the digital sector to develop a support strategy and Digital Hub for Lincolnshire.

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

GLLEP has been selected by BEIS to act as a new Growth Hub Cluster lead for the East Midlands region covering D2N2 and LLEPs. This cluster model is part of a wider HMG EU Exit Business Readiness programme and given the need to deliver at pace is designed to optimise the value and flexibility of the funding and to drive progress and impact reporting in the most efficient way.

The next Growth Hub flagship event will be:

- ❖ #GoDigital19 Conference - Digital Tools & Tricks for Transformation, 21st November, Hilton Hotel, Lincoln

Comments:

- How confident is the Growth Hub that businesses know about them - social media and other vehicles are used, but there are still challenges.
- Global challenge - more environmental advice is needed for businesses.

Actions:

- **Growth Hub to provide an update on sectoral coverage.**

Skills Analysis (Paper 6) - Clare Hughes

LEPs across England have been asked by the Department for Education to generate a high quality analysis of the local labour market. This analysis will be used as evidence to inform the People section of the Local Industrial Strategy. It will also be used to help careers services, both locally and nationally, understand gaps and opportunities within the labour market, and support DfE's understanding of where skills interventions are required most. It is likely to be the evidence that is used to inform future allocation of (adult) skills funding from DfE. All LEPs are required to use the same data sources as the main baseline so that there is comparability.

The LEP's Employment & Skills Board has commissioned the analysis and the initial findings of this are provided in the draft report that has been circulated. There is already a well-established understanding of the labour market, so there should not be any great surprises in the new analysis. However, it is the intention to drill down further than before to provide additional insight.

The draft analysis has been split into four areas: Local Landscape, Demand for Skills, Supply of Skills and Supply meets Demand.

Board Directors were asked to supply any relevant evidence for inclusion in the document.

A good discussion was held, in particular agreement that the analysis should be at a more localised and detailed level where possible.

Actions:

- **Feedback to be provided to the commissioned analyst to take into account within the next version.**
- **The LEP Board approved the skills analysis, subject to further changes by the Employment & Skills Board during October.**

Apprentice Levy Transfer Scheme (Paper 7) - Pat Doody/Clare Hughes

Board Directors were asked to consider allocating £30,000 from the LEP Board for resource to develop and deliver the Greater Lincolnshire Apprenticeship Levy Transfer scheme.

Decision:

Board Directors approved the allocation of £30,000.

Lincolnshire 2050 Vision & Strategic Infrastructure Delivery Plan (Item 8) - Simon Bandy/Justin Brown

The Board was informed that work on a growth strategy had been ongoing for the last 18 months. As well as local authorities and indeed the LEP, the partnership also includes utility companies like Western Power and Anglian Water. There is a strong partnership in place which sees the benefit of collaborating on growth. Within that context, Place is seen as a priority.

Funds will be sought from Government to support the growth proposition, but if the funds are not forthcoming, there will still be a strong partnership for growth.

This work has been jointly prepared and is jointly owned by the 10 Greater Lincolnshire Authorities and it is acknowledged that there is a need for a:

- ❖ Shared vision and strategy for Greater Lincolnshire - to sit above economic, spatial and infrastructure plans
- ❖ Clear set of objectives which will cover a whole range of issues concerning Lincolnshire's existing environment, business and population, as well as housing and economic growth.

There will be a key meeting held at the Greater Lincolnshire Leaders Forum on the 4th October.

Objectives of the growth strategy are:

- ❖ To increase the wealth of Greater Lincolnshire by growing the economy and providing the right number and type of homes to support the economy and meet the housing need.
- ❖ To improve the quality of life across Greater Lincolnshire, promoting wealth creation and growth from which everyone benefits.
- ❖ To create a healthier society with a more engaged population.
- ❖ To ensure that Greater Lincolnshire, its economy, population and environment is resilient to potential threats, including climate change, and can benefit from future economic and technological opportunities.

The Spatial elements of the Plan are:

- ❖ Growth centred on Greater Lincolnshire's network of towns, Lincoln and the other towns supporting housing and economic growth (Scunthorpe, Grimsby, Gainsborough, Grantham, Spalding and Boston).
- ❖ Support for key sectors across Lincolnshire - for example, Food Enterprise Zones to support growth.
- ❖ Key transport corridors will be prioritised linking Lincolnshire's economy to its markets and ports and providing improved access.
- ❖ Utilities and communication infrastructure needs to be improved across the whole area.
- ❖ Projects that protect the coastal area will be prioritised as will initiatives to support the coastal economy and improvements in terms of access.

GLLEP Involvement:

- ❖ The LEP has been engaged in the preparation of:
 - Vision
 - Strategic infrastructure delivery plan
- ❖ Projects included in the SIDP have been considered against Prosperity Project submissions being made for Single Local Growth Fund/UK Prosperity Fund pipeline.
- ❖ Work reflects SEP and the emerging Local Industrial Strategy evidence base
- ❖ Reflects strategies of surrounding economic areas

Central Role of Place:

The key issue is Place and Housing and central to planning for growth and discussions with central Government. The key economic drivers are:

- ❖ High quality = attracting and retaining employees
- ❖ Linked to training, skills and productivity
- ❖ Linked to new technology, Modern Methods of Construction, SMEs and efficiency of supply chains
- ❖ Quality and specification relates to local and national environmental targets

Future governance models should also include key partners in addition to the local authorities, especially the local LEP Chair, and organisations that can support the delivery of growth like utility providers.

Comments:

- Done well to get a plan for Place, but keen for planning system to help infrastructure
- Need clear objectives and that the NHS is keen to be involved (it was noted that the NHS is now represented on the partnership which has prepared the vision and which will feed into the SIDP)
- All Local Authorities work together for Greater Lincolnshire and there should be one list of priorities for the county
- There will be an impact on the care services etc, which need investment
- Health is a more difficult area, particularly as there are two Health Authorities involved

The Board endorsed and supported the work to date.

Institute of Technology (Item 10) - Professor Mary Stuart

The 3 priorities are:

- Skills
- Growth Hub
- Local Industrial Strategy

The University of Lincoln, in partnership with all Further Education Colleges (apart from Stamford College), are working on the Government initiative to establish an Institute in Greater

Lincolnshire, which will specialise in agri-tech, food manufacturing, energy, digital and engineering. These are unique collaborations between employers, higher and further education providers who specialise in delivering higher level technical skills which aim to help close skills gaps and improve productivity.

The Government initiative is expected to be signed by all partners on Monday, 30th September and capital funds will be available to set up these hubs in the future.

Actions:

- A website will be set up in the future.

Mary Stuart left the meeting

Local Industrial Strategy (Paper 9) - James Baty (GLLEP)/Alex Gardiner (Metro Dynamics)

A presentation of the draft Local Industrial Strategy storyboard was given by Alex Gardiner of Metro Dynamics which covered the detail of the industrial strategy including:

- The process and focus on place
- The main points from the evidence base
- The main objectives of the LIS - Productivity, Earnings Power, Resilience
- The strategic opportunities - Agri-food, Visitor Economy, Energy, Health & Care
- The foundations of productivity

The Local Industrial Strategy will bring together an ambitious plan for Greater Lincolnshire, co-developed jointly with Government. This will draw on the distinctive specialisms of Greater Lincolnshire and the broad local response to the five foundations and will contain the four broad sections outlined, plus a section on delivery and monitoring.

Consultation and dialogue began with the evolving opportunities framework, has been informed by a detailed evidence base and supplemented with additional engagement with stakeholders and Government officials. Data, facts and figures are being drawn together using existing Greater Lincolnshire work and Metro Dynamics analysis, having worked with the GLLEP, Growth Hub and Innovation Council.

Next Steps:

- Drafting of the Local Industrial Strategy to begin

Comments from Board members:

- Will be working with officers over the next 3 weeks to capture challenges, ambitions and opportunities for various areas
- Stronger thread regarding environment needed
- Evidence is impressive, but more work is needed to reflect the importance of the Defence sector
- The LIS should set the scene for the future and capture opportunities as well as impacts following Brexit.
- Additional work needed following to reflect the opportunity to align with Free Port policy
- Workshops that have been held have provided positive feedback, but some interventions, strategic and operational are still being developed

Actions:

- The Board endorsed the work so far and will discuss at the extraordinary Board meeting to be held in October with a view to approving the draft.

Collaboration with Cambridge and Peterborough Combined Authority (Paper 11) - Ruth Carver

The Strategic Partnership Agreement had been circulated previously and the Board Directors approved this.

Any Other Business

The meeting was closed.

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Minutes of the Greater Lincolnshire LEP Board

29th October 2019

The Showroom, Tritton Road, Lincoln, LN5
7QY

Minutes

Present: Board Directors:

Ursula Lidbetter (Chair) (Lincs Co-op), Cllr Colin Davie (LCC), Cllr Rob Waltham (NLC), Cllr Philip Jackson (NELC), Chris Baron (Butlins, Skegness), Dean Fathers (Health), Gary Headland (Lincs Chamber & IoD), Zoe King (Epix Media), Nick Worboys (Longhurst Group), Pat Doody (Nat West), Sarah Louise Fairburn (L J Fairburn & Sons Ltd)

Observers:

Cllr Oliver Hemsley (Rutland CC), Helen Mitchell (BEIS), Andy Gutherson (LCC)

Apologies:

Mary Stuart (UoL), Cllr Ric Metcalfe (CoL), Debbie Barnes (LCC), Peter Holmes (Observer)

LEP Executive:

Ruth Carver, James Baty, Cathy Jones Kate Storey, Sue Groves (Note Taker)

For Agenda Items:

Alex Gardiner (Metro Dynamics)

Apologies and Declarations of Interest -

Apologies were noted from Mary Stuart, Cllr Ric Metcalfe, Debbie Barnes and Pete Holmes

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.

Approval of the Local Industrial Strategy - Alex Gardiner (Metro Dynamics)/James Baty (LEP)

RC introduced this item, explaining the priorities. Any comments received so far have been reflected in the working version of the Local Industrial Strategy and once this has been discussed today with Board Directors, it is hoped to be submitted to Government in early November. Engagement has already taken place with Chief Executives of Local Authorities, the University, further engagement is to take place with other GLLEP Boards and Colleges.

Presentation given by Alex Gardiner

Overview of the LIS

The ambition is futureproof the UK's major agrifood economy, creating a productive and resilient economy built on natural capital and inclusivity. Strategic opportunities include Energy & Water, Health & Care, Agrifood, Defence and Visitor Economy with the foundations or productivity being Business Environment, Ideas, Place, People and Infrastructure.

- PD - Query raised as to why Ports and Logistics were not included in the strategic opportunities. It was explained that they are a smaller sector, but are included in the document.
- GH - In the evidence, what clear evidence is given by SMEs and are they enough to be a priority, this was answered by saying that they are part of the Business Environment sector.
- GH - There is a need to include micro-businesses.
- PJ - Ports & Logistics need to be featured more strongly as part of the coastal community.
- DF - Airports should also be included, ie, Immingham, Doncaster etc.

RC explained the process in that GLLEP will work with the Government on the draft LIS before it can be published. LEPs that have already published are now working on Implementation/Action Plans.

The Importance of Place to the LIS:

The LIS is for the whole of Greater Lincolnshire and looks to maximise the gains for all places.

Strategic Opportunities:

This includes Ambition, Summary of Opportunity and Actions, which should be developed across Greater Lincolnshire area and should focus on skills.

Comments:

- ❖ Ambition/Mission Statement - this will not be the same in 10 years' time
- ❖ RC - What do we want to be known for, what are the key ingredients, need a couple of paragraphs to be distinctive on three to five priorities/key areas
- ❖ NW - Infrastructure - Belief is that Greater Lincolnshire is not accessible, it needs to be shown in a more positive light.
- ❖ CL/GH - Land (Wind/water)
- ❖ CCL - Locational history (geography)
- ❖ CD - The Executive Summary needs to robust and distinctive

If the changes are made following comments received, the Board were asked to endorse the submission to Government, a draft will be circulated.

Board Directors were asked if they had any more information on various sectors, please forward to James Baty/Cathy Jones.

Q2 Financial Report and Scenarios - Ruth Carver

Core funding from BEIS/MHCLG is £500,000 per year, with an additional one-off fund of £100,000 for capacity funding for the Local Industrial Strategy production and implementation.

Because funding of £200,000 from the 2 year capacity fund has been withheld from Greater Lincolnshire due to the unresolved overlapping geography, budget re-alignment has taken place and it is recommended that the following activities identified within the Delivery Plan, which was approved in May 2019, are not undertaken in this financial year:

- Independent Governance Review Agreed in January 2019 - £25,000
- Intern to support additional comms and networking - £10,000 - £15,000 * important and could be progressed as secondment.
- Brexit Consultancy - £12,000 - not needed currently due to impact report being undertaken
- Domain/software upgrade £3,288
- Chair executive search £5,000

In terms of activity for this financial year, the LEP can deliver a near balanced budget of £870,000 utilising Core funding, Capacity funding, interest from growth deal, SAP and partner contributions.

Action:

- **The Board Directors noted the budget realignment exercise undertaken and the skills budget from Lincolnshire County Council and therefore agreed to the changes to the Delivery Plan, and the recommendations of the realignment.**

Board Directors were asked to note the declining income and expenditure, this is due to end of a number of fixed term contracts within 2021/22 coming to an end, and partner contributions ceasing.

In 2019/20, after the budget re-alignment and identifying partner contributions, it is envisaged putting approximately £28,936 onto reserve to help fund gaps in future years. There is a gap to fund basic core activity in 20/21 and 21/22 of £96k, assuming core funding remains at £500,000 per annum.

We do still hold other small reserves circa £20,000 and an exercise will be undertaken to review likely hood of utilisation of the reserves in time for the third quarter report.

Action:

- **Board Directors noted the three year forecasts, and agreed to delegate to the Chief Executive to seek additional funding from local partners, fully utilise reserves, seek secondments and to lobby government for additional core funding for future years.**

As the LEP has grown in activity and influence, the core structure of the team has remained static due to available resources of core funding at £500,000. More recently in the last eighteen months the LEP has been utilising reserves and partner contributions to a budget of circa £800,000 in 2019/20. The current structure is 10.2 FTE and costs circa £357,130 per annum currently. There is approval and budget for two additional posts in the skills areas which are undergoing recruitment and job evaluation, taking FTE to 12.2 and additional costs of circa £90,000. Attachment 3.2 sets out a proposed future structure that would be needed to meet existing workloads and ambitions for the LEP, and provide the resilience that is needed currently. The proposed structure is 15.2 FTE and anticipated costs are approximately £597,000 per annum with 6 of the 15 being on two-year fixed term post.

Action:

Board Directors discussed the suitability of the proposed staffing structure (Attachment 2.2) subject to additional resources being sought from local partners, fully utilising reserves, seeking secondments and to lobby government for additional core funding for future years.

LCC Corporate Plan 2020 to2030 - Andy Gutherson, Executive Director for Place at LCC.

The LCC Corporate Plan was started during the summer following a Peer Review carried out by the LGA.

Comments:

- ❖ Supporting those who need extra help, especially older residents - this should be opportunities
- ❖ Define what success means for Lincolnshire
- ❖ Plan will be discussed at Full Council in September
- ❖ Engage with key strategic partners up to November, not including residents
- ❖ GH - Non-use levy to be used on HR and Wellbeing
- ❖ GH - Policy on climate change - need to be more assertive - AG responded stating that the Directorate will include this in the Action Plan, being Carbon Neutral by 2050.
- ❖ PD - Include older people
- ❖ CD - LCC will continue to reduce the carbon footprint, but will take time and cost
- ❖ NW - Partnership - working collaboratively

The meeting was closed.

**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"> • Preferred position should remain the Greater Lincolnshire geography. • 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. • Merger option unlikely to be deliverable, given the lack of support from a number of local authority partners at this stage. • Lincolnshire option was not supported due to the scale and reduced focus. • 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. <p><u>LEP Directors Report</u></p> <ul style="list-style-type: none"> • Phil Ball of Metsawood, Boston and Melanie Weatherley of Walnut Care join the Employment & Skills Board. • The MPs Engagement Plan be approved subject to a public and private sector link member and the production of a communications and engagement plan. • The Policy for the Appointment of LEP Directors and Board members be approved. • The Policy on Confidential Reporting be approved. <p><u>Growth Deal Programme Review</u></p> <ul style="list-style-type: none"> • 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. <p><u>Greater Lincolnshire Energy Strategy</u></p> <ul style="list-style-type: none"> • Agreed the Energy Strategy be approved subject to input from partners.
25/01/2019	LEP Board	<ul style="list-style-type: none"> • Three Directors appointed to the LEP Board: Gary Headland (IoD & Lincoln College), Mrs Nick Worboys (Director of Development & Sales, Longhurst Group) and Sarah Louise Fairburn (Brand & Sales Director, LJ Fairburn & Son) • Dean Fathers to undertake the role of Diversity Champion at the LEP Board • Approval given for the LEP Director to commission and independent Governance Review to the value of £20k.

		<ul style="list-style-type: none"> • Subject to match funding from other partners, an ambition of full coverage across Lincolnshire for further Enterprise Co-ordinators.
29/03/19	LEP Board	<ul style="list-style-type: none"> • The Board approved the outline budget of £1,100,527 and £209,894 amount of draw down from the operating reserve. • The Board approved the Articles of Association and delegated any changes to the Chair and one other Board member. • All Terms of Reference were approved and can be published on the website. • LIS - The Board approved this for tendering. • The Board agreed that the GLLEP would send a letter of support for HE institutions potentially affected by the Augra Review. • 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.
24/05/19	LEP Board	<ul style="list-style-type: none"> • The Board agreed that one Board Director be invited from Rutland County Council. • Two Board members to electronically approve the Financial Statement. • The Board agreed to adopt the Freedom of Information Policy (LCC Policy).
19/07/19	LEP Board	<ul style="list-style-type: none"> • The Board ratified the selection of Health & Care Enterprise Board Members. • 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. • The Board agreed to support the UK Steel Charter and to promote this with other LEPs.
27/09/19	LEP Board	<ul style="list-style-type: none"> • Appointments Committee approved Paul Scott join the Business Lincolnshire Board • Appointments Committee approved Mike Gallimore, Nick Broom and Robert Willey join the Manufacturing Board • The process of recruiting the new LEP Chair agreed • The Job Description for the Chair was approved • The composition of the chair's Appointment Panel and to seek nominations by email for the Appointments Committee to decide was agreed • The Vice Chair Job Description was approved • Agreed that the Terms of Reference for the Board will be reviewed annually and that all other Boards would be reviewed every two years, the Terms of Reference and Policy planner to be updated • The LEP Board approved the skills analysis, subject to further changes by the Employment & Skills Board during October • Apprentice Levy Scheme - Board Directors approved the allocation of £30,000 • The Strategic Partnership Agreement with Cambridge & Peterborough Combined Authority was approved by the Board
29/10/19	LEP Board	<ul style="list-style-type: none"> • Once changes made to the LIS, following comments from Board members, Board were happy to endorse this being submitted to Government. • The Board Directors noted the budget realignment exercise undertaken and the skills budget from Lincolnshire County Council, therefore, agreed to the changes to the Delivery Plan and the recommendations of the realignment. • Board Directors agreed to delegate to the Chief Executive to seek additional funding from partners, seek secondments and lobby government for additional core funding for future years.

GREATER LINCOLNSHIRE LEP BOARD ACTION LOG

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

		<ul style="list-style-type: none"> The Board welcomed the publication of the Tourism Sector Deal and agreed to progress work to bid for a Tourism Zone with local partners 			
27/09/19	Minutes	<ul style="list-style-type: none"> Call for nominations for 2 Vice Chairs to be submitted by 20th October from the existing Board Directors to become Vice Chairs Nominations to be sought from private sector Board Directors to join the Investment Board Agreed to recruit 2 to 3 new Board Directors to the LEP Board, ie, Business Leaders, focusing on Defence, Manufacturing, Energy and more female members Revised version of Terms of Reference to be circulated to Board Directors Agreed that the Terms of Reference for the Board will be reviewed annually and that all other Boards would be reviewed every two years, the Terms of Reference and Policy planner to be update Growth Hub to provide an update on sectoral coverage LIS - Feedback to be provided to the commissioned analyst to take into account within the next version The LEP Board approved the skills analysis, subject to further changes by the Employment & Skills Board during October LIS - The Board endorsed the work so far and will discuss at the extraordinary Board meeting to be held in October with a view to approving the draft 			
29/10/19	Minutes	<ul style="list-style-type: none"> Chief Executive to seek additional funding from partners, fully utilise reserves, seek secondments and lobby government for additional core funding for future years. 			

Paper 1.3 Rolling Forward Agenda Planner 2019/20



Greater Lincolnshire LEP Board and Investment Board			
Date of Meeting	Standing Items	Progress Reports/Reports back from Sub Grops	Areas for discussion and decision
31st January 2020 – GLLEP Board Venue tbc	Minutes of the last meeting Chair and CX Report Quarter 3 Finance Report 2019/20 Employment and Skills Board	Strategy – Progress on Agri – Food Strategy – Sarah Louise Fairburn	Strategy – Health and Care Enterprise Board Action Plan - <u>Dean Fathers</u>
29th November 2019 GLLEP Investment Board Apollo Suite, Mercury House, Gainsborough	Welcome, Apologies, Declarations of Interest, Approval of Minutes	Growth Deal Programme Update (<u>Halina</u>)	Borderville Expansion - Project Decision A46 Roundabouts - Decision Sleaford Growth Project Phase 1 (Rugby Club Roundabout) Decision Holbeach Food Enterprise Zone (contracted scheme) substantial contract variation for decision Northern Junction Roundabout – Revised option appraisal for decision Access to Employment Zones Phase 1 Decision Feasibility Funding – Proposals for a revised process and eligibility

Paper 1.3 Rolling Forward Agenda Planner 2019/20



31 st January 2020 – GLLEP Investment Board	Welcome, Apologies, Declarations of Interest, Approval of Minutes	Delivery - Accountable Body Report – Andrew Crookham	
20th March 2020 – GLLEP Board	Minutes of the last meeting Chair and CX Report Employment and Skills Board	Strategy – Water Management Action Plan – Robert Caudwell Strategy - Energy Council – Action Plan – Duncan Botting Strategy - Manufacturing Board – Action Plan – Darren Joint	Annual Performance Review Delivery – Approval of Delivery Plan 2020-2021 Governance – Appointment of Chair
20 th March 2020 – GLLEP Investment Board	Welcome, Apologies, Declarations of Interest, Approval of Minutes		
21st May 2020 GLLEP Board	Minutes of the last meeting Chair and CX Report Employment and Skills Board		LEP Peer Review SEMLEP
21st May 2020 – GLLEP Investment Board	Welcome, Apologies, Declarations of Interest, Approval of Minutes		
24th July 2020 GLLEP Board	Minutes of the last meeting Chair and CX Report		AGM Year end Accounts and Financial Statement
24th July 2020 GLLEP Investment Board	Welcome, Apologies, Declarations of Interest, Approval of Minutes		

Paper 1.3 Rolling Forward Agenda Planner 2019/20



Greater Lincolnshire LEP Board and Investment Board			
Date and Meeting	Standing Items	Progress Reports/Reports back from Sub Groups	Areas for discussion and decision
25th September 2020 GLLEP Board Venue tbc	Minutes of the last meeting Chair and CX Report		
25th September 2020 GLLEP Investment Board Venue tbc	Welcome, Apologies, Declarations of Interest, Approval of Minutes		
27th November 2020 GLLEP Board Venue tbc	Minutes of the last meeting Chair and CX Report		
27th November 2020 GLLEP Investment Board Venue tbc	Welcome, Apologies, Declarations of Interest, Approval of Minutes		

Paper 2 LEP Chair and Chief Executive Report

Publication	Public Paper (published)					
Meeting date:	29th November 2019					
Agenda Item:	2					
Item Subject:	LEP Chair and Chief Executives Report					
Author:	Kate Storey					
For:	Discussion	X	Decision	x	Information	X

1 Recommendation

LEP Board Directors are asked to note the content of this report and discuss the following:

- Response to Minister Berry and Minister Zahawi on LEP Geography (paper 2.1)
-

2 Summary

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 September board.

3 Chairs Meetings

British Steel Group - A buyer has been announced to buy British Steel, including the site in Scunthorpe. Chinese company Jingye.

Flood action emergency planning - impact of recent flooding will be discussed at the meeting. The LEP Chair spoke to the Minister Zahawi recently concerning the impact of flooding on Lincolnshire, and the launch of the Business Recovery Grant and the Business Rate Relief Scheme.

4 ANNUAL DELIVERY PLAN: Area One - Strategy

- Local Industrial Strategy Development - Green
- SEP Refresh - Red
- Skills Analysis and Insight - Green
- Liaison with Cities and Local Government Unit - Ongoing
- LEP Geography - Red
- Develop a comprehensive communications and engagement plan - Green
- Review of the LEPs social media coverage - Green
- Work with Lincolnshire County Council to build on links with China - Green
- Business Lincolnshire - Growth Hub - Green
- Team Lincolnshire - Green
- Participate in development of the Lincolnshire Housing and Growth Deal Proposal - Green
- Annual Conference and AGM - Green

a - Local Industrial Strategy - Production of the Local Industrial Strategy continues on schedule. We are nearing the end of the drafting stage, before we enter a period of co-production with

Paper 2 LEP Chair and Chief Executive Report

government departments. The LIS can change a lot during this next phase, notwithstanding capacity within government to focus on Local Industrial Strategies with an election now announced. Evidence Base - The evidence base and the LIS is published on our website and can be found [here](#). LIS Drafting - We have made amendments to the version which was presented to the extraordinary October Board Meeting to reflect members' comments. We have now submitted our working draft to Government we expect to progress with conversations and drafting on the food, energy, people and infrastructure section, including a potential infrastructure round table.

Local Expert Advisory Panels - A final session will take place in the new year once drafting is nearly complete.

Engagement - Further stakeholder engagement has been undertaken inviting comments and responses to the submission draft which was shared with Members at the last meeting.

C) 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. A Greater Lincolnshire analysis is currently being finalised following comments from the Board. A second stage analysis at local district level has been discussed with the Department for Education and is planned to be available in the New Year. **Confident Choices:** this is the name that we have given to a scheme that is helping schools to work together in clusters so that they can benefit even more from the support that is available from the LEP, and from others such as Linc Higher. This scheme has evolved from the work that the LEP did on developing a Career Hub. An update on how this is progressing will be provided in January. **Apprenticeships:** Following discussions at the LEP Board and the Employment and Skills Board, and given the significant policy changes affecting apprenticeships over the last 3 years, the LEP Executive team will produce an Apprenticeship Strategy and Plan and implement a scheme to support levy-paying organisations to transfer surplus levy.

D and e Liaison with Cities and Local Government Unit - The last improvement plan meeting was held with CLGU in November, with all of the targets of spend and outputs met except number of contracts signed. Minister Berry and Minister Zahawi wrote to all LEPs, and in particular those with overlaps. The letter seeks a final resolution to the overlap by 12th December 2019 - The letter is attached. A suggested response will be discussed at the Board.

F) Comms and Engagement Plan

Social Change have been contracted to undertake activity to: Undertake research and survey a test group of stakeholders, Report key findings and identify strong messages and Produce a 12 month rolling engagement plan.

Hunan China

As reported in September, the Growth Hub was fortunate to attract funding from the Foreign and Commonwealth Office to order to develop links with Hunan in the Agri-Food sector - one of our primary strategic areas of focus. This funding supported an exploratory trip to Hunan in July to develop six priority projects. These being:

Paper 2 LEP Chair and Chief Executive Report

- 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 Grosseteste 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 for Hunan students.
- Hunan Datong Primary School linkage with Lincoln Minster School
- Lincolnshire Music Service Cultural Tour of Hunan in 2021

This funding enabled 30 delegates to travel to Changsha in November 2019, including representatives from Education - University of Lincoln, Bishop Grosseteste University, Lincoln College, Lincoln Music Service and Lincoln Minster School - and 10 business representatives from Dynex, Siemens, HSBC, Lincoln City, Crop Intellect, Hemswell Antiques, Pygott and Crone and My NuDao Asia Link Ltd. A verbal update will be given to the Board by Cllr Colin Davie.

The mission included a meeting with the Hunan Governor Xu Dhaze, to discuss further how parties can work together to make it as easy as possible for businesses, education institutions, and citizens to connect. This meeting also included the signing of a number of MOU's which demonstrate the commitment from both sides to work together. These include:

1. Development of a 5 Year Plan to support the commitment from both sides to communicate, collaborate and do business with each other
2. Development of a sister region collaboration between Wangcheng Economic Zone and the Holbeach Food Enterprise Zone to support the development of Agri-tech projects and inward investment opportunities
3. Development of a sister school relationship between Datong Primary School and Lincoln Minster School
4. Development of a sister college relationship between Lincoln College and Hunan Industry Polytechnic

The high profile meeting with the Governor was supported by meetings with individual Hunan Government Departments, including the Department of Agriculture, the Department of Education, the Department of Commerce and the Department of Culture and Tourism. The business and education delegates took part in a business matching event. Colleagues in Changsha from the China Britain Business Council (CBBC) have been working hard to identify Hunanese businesses with matching interests, and identified 84 possible one to one appointments which took place during the event.

Business Lincolnshire - Growth Hub

Business Lincolnshire Sustainable Business Growth -Phase 2 programme continues to perform well with 356 businesses engaged since 1st July 2019. The Digital, Enterprise Capital and Enterprise Revenue grants have also proved very popular with grants committed against all three pots to a total value of £201,878.

The team are pleased to confirm that the phase 3 Outline Application which will extend provision for a further year to end June 2023, has been approved to progress to the next stage.

Paper 2 LEP Chair and Chief Executive Report

A meeting of the Growth Hub Governance Board is scheduled for 11th December.

BREXIT

The LEP and the Business Lincolnshire Growth hub continue to act as the Brexit Growth Hub Cluster lead for the East Midlands region including Leicestershire, Derbyshire and Nottinghamshire.

Additional Brexit preparation funds have been secured for the region which will be used to pay for additional support services for the region.

The Lincolnshire Chamber of Commerce has launched a telephone helpline service and delivered a number of events during October. Additional advisory support is in place and ready for business and further specialist support is being sourced. There has been a lot of work on the Business Lincolnshire website to bring it up to date with all of the latest advice from government - see www.businesslincolnshire.com/explore/brexit/ . All of these mechanisms are now in place to ensure support is available for businesses locally as we move towards the revised date for EU Exit.

I) Digital Landscape Research

The refresh of the 2016 Digital Landscape research is now complete and the final report will be launched at the Digital Conference on 21st November. The report paints a clear picture of how the sector continues to grow strongly in terms of the number of businesses, jobs and the value that it generates for the Greater Lincolnshire economy. The full report will be published here from 21st November - <https://www.businesslincolnshire.com/explore/digital/digital-landscape-report/>

Team Lincolnshire

The Ambassador Programme is continuing to attract new members, now up to 108 local and regional businesses, for the members [please visit our website here](#).

Recent events have included: **MIPIM UK, London, 14th and 15th October**

MIPIM UK, London is the largest UK exhibition and conference for property professionals. TL hosted the annual dinner during MIPIM UK, at the Mayfair Hotel. 110 guests attended and our 3 speakers were Samantha McKnight LNER, Ashley Cowdrey, CPW and Cllr Davie. There were nine sponsored tables, some of whom were new sponsors to MIPIM UK plus two LEP tables, with guests from leads generated at MIPIM France earlier in the year.

Team Lincolnshire event in Leeds - 5th November Team Lincolnshire recently held an event in Leeds, where over 85 businesses from both Leeds and Lincolnshire attended on the day. The event provided the opportunity to forge and nurture ties between the two areas demonstrating the connectivity via the A1 corridor and our ports. Through research undertaken, the main connections were through Agri-Tech (the M62 is home to a large concentration of food businesses) so provided a synergy focusing on innovation and supply chains as well as finance with Leeds being the second largest financial centre in the UK outside London. Lincolnshire occupies a unique position at the forefront of the agricultural technology industry and this was outlined by Professor Simon Pearson, professor of agri-food technology at the University of Lincoln and Tariq Javaid, Corporate Finance Partner at Garbutt+Elliott in Leeds provided an overview on what the Finance Sector can offer Innovative and agri-tech industries. Initial feedback from the event has already been

Paper 2 LEP Chair and Chief Executive Report

positive. Further evaluation will be taking place over the coming weeks. Details of upcoming events can be found on www.teamlincolnshire.com

- 5 **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

Growing Places Fund - Invest and Grow has made 4 loans worth £7.8m to date, 2 of which have been repaid in full. The most recent Expression of Interest was approved by Investment Board in February 2019. This project has taken longer than anticipated to bring forward. The latest update is that a full loan application is likely to be submitted in the New Year. We actively promote the Fund as part of the LEP funding mix, including to those seeking grant. For example, during autumn 2019 the loan fund has been promoted to all projects on the LEP project pipeline as a potential part of their funding mix. £1.9m remains available within the unallocated loan pot. Interest is being generated on existing loans. A more detailed update report is being prepared for the November 2019 Investment Board meeting.

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. Three feasibility projects with a LEP contribution of £33,085 have been funded on this basis. The remaining budget is £170,389. New enquiries are being received at a pace dictated by the Pipeline Projects' timetables.

ESIF

European Rural 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 included the increased allocation following the exchange rate fluctuation and MHCLGs calculation on future slippage) closed on 30th September 2019 for outline applications. Outline applications have now been assessed by MHCLG and taken to the ESIF committee for advice. Applicants will shortly be notified if their applications have been successful, and invited to submit full applications. Discussions are still taking place around a further future call which will be from an ERDF National Reserve Fund. This will be a more competitive national call to take up any unallocated funds and underspends within the programme. Further details will be provided in due course.

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

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awarded. The Rural Payments Agency has announced the EAFRD Growth Programme National Reserve fund and the re-opening of the three themes: Business Development, Tourism Infrastructure and Food Processing grants. This call was announced as a minimum £35 million fund to boost rural productivity and create local jobs. For this funding round of the Growth Programme, the threshold for minimum grants has come down from £35,000 to £20,000, meaning that more small or micro-businesses can be eligible for a grant for their projects. If there are many high-quality applications for this funding round, the overall budget could increase to up to £50m to fund worthy projects.

The Growth Programme opened for new expressions of interest on 4th November 2019 and closes midnight Sunday 16 February 2020.

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

Inward Investment - Thirty four FDI visits took place during April and October, twenty three of these were to new companies that the LEP had not previously had a relationship with. Two visits took place in November, both of these companies are part of our account management programme. Eleven 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 nine potential expansions/investments by indigenous FDIs. Currently as part of the account management programme the LEP and local partners are working with Jotun Paints to pull together a business case to further expand their R&D Facility at Flixborough. If they are successful the site would see investment of £5m with 46 highly skilled new roles created for Chemists and Technicians.

Communication and Branding

The text refers to activity between 14th September - 15th November 2019 since the last report to board. Tables include reference to the start of the financial year to align to the Delivery Plan).

Media Monitoring

	This period	Last period	Difference	Since 1st April
Items of media coverage	167	292	-125	522
Average per day	2.6	2.4	+0.2	2.3
AVE value of coverage	£112,684	£277,657	-£164,973	£461,825

** Note previous period was 4 months not 2*

Broadcast

BBC Radio Lincolnshire, 17th September 2019

Halina Davies interviewed about the LEP grant for Boston College training centre

BBC Look North, 16th October 2019

Angela Borman interview live with Peter Levy, Look North, on Brayford Wharf - The brain drain and how to keep and attract graduates to Lincolnshire

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Twitter

	This period	Last period	Difference	Since 1st April
Total followers	6,476	6,384	+92	+92
Retweets	342	590	-248	n/a
Likes	517	514	+3	n/a
Link clicks	233	595	-362	n/a
Engagement rate	1.0%	1.1%	-0.1%	=

LinkedIn page

	This period	Last period	Difference	Since 1st April
Total members	274	198	+76	+274
Organic impressions	2,483	4,072	-1,589	7,153
Comments	2	0	+2	2
Post likes	31	58	-27	117


Facebook

	This period	Last period	Difference	Since 1st April
Total followers	79	6,384	+92	+92
Total page likes	72	590	-248	n/a

Top Tweet

Tweets **Top Tweets** Tweets and replies Promoted

Impressions Engagements Engagement rate



Greater Lincolnshire LEP @GreaterLinclsLEP · Sep 16
The county of #Lincolnshire will be celebrated on #LincolnshireDay as we commemorate the historic Lincolnshire Rising.

On 1st October 1536 Lincolnshire became the first county to rebel against the government of Henry VIII.

(Picture: @VisitLincoln)

#LoveLincolnshire #History pic.twitter.com/M0PvmXf5IS

[View Tweet activity](#)

6,144

81

1.3%

Promote

LEP news stories for the Sept to Nov period 2019:

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

Paper 2 LEP Chair and Chief Executive Report

[Next Phase begins on Grantham Southern Relief Road](#)
[Fundors and Donors mark start of Medical School Construction](#)
[Phase One of Scunthorpe's University Campus Complete](#)
[The LEP Board is looking for new leaders](#)
[Seafood Cluster launches Made Greater in Grimsby](#)
[LEP welcomes Food and Drink Report](#)
[How will the Energy Revolution affect us all?](#)
[Seafood Sector looks to the future in the East](#)
[LEP Grant means new HQ for Sleaford Building Services](#)
[£35m to unlock growth in rural businesses](#)

Team Lincolnshire News

[Sills & Betteridge merges with Trentside Legal](#)
[Team Lincolnshire sponsorship packages for MIPIM 2020](#)
[PAB Languages Centre celebrates 10th Anniversary](#)
[Transformation is putting Lincoln on the Map](#)
[Innovation and Opportunity showcased at Leeds Event](#)

Growth Hub

Funding Your Business Fairs - September - November - Sleaford, Stamford & Boston-The team have delivered successful fairs in Sleaford and Stamford and the final one in the current series is scheduled to be held in Boston at the end of November. The fairs have generated lots of new enquiries for all of the ERDF funded providers delivering support in Greater Lincolnshire.

#GoDigital 2019 - 21st November, Doubletree by Hilton, Lincoln

The theme of the 5th digital conference is '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.

Additional Brexit Activity

During October, the amount of Brexit support activity was ramped up in readiness for the potential of a no-deal Brexit on 31st October. This additional activity was supported with a news article: [Brexit Support Offered to Lincolnshire Businesses to avoid Disruption](#)

The Growth Hub events team have plans to deliver a number of half day and full day workshops over the coming weeks and months covering a whole range of topics including Exporting, Digital tools and systems, Customer Service and Sales and business finances. All of the events are published on the [BusinessLincolnshire.com events calendar](#)

6 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

Paper 2 LEP Chair and Chief Executive Report

Recruitment - The Appointment's Committee recommended to Board and was endorsed by Directors to appoint two new board directors; Alric Blake, and Zoe King.

Terms of Reference (Company Boards) - The company ToRs have been circulated for electronic decision making this week.

Diversity Champion - Scope for the baseline data has been agreed and is due to begin in due course.



Ministry of Housing,
Communities &
Local Government



Department for
Business, Energy
& Industrial Strategy

Ms Ursula Lidbetter MBE
Greater Lincolnshire Local Enterprise Partnership
Lancaster House, 36 Orchard Street
Lincoln, LN1 1XX

By email: ulidbetter@lincolnshire.coop

Cc. ruth.carver@lincolnshire.gov.uk

5 November 2019

Dear Ursula,

Implementation of the *Strengthened Local Enterprise Partnerships* recommendations

Following the publication of the LEP Review and revised assurance framework, we wanted to write in response to a number of pieces of correspondence received and feedback given to officials through the recent mid-year review process.

The National Local Growth Assurance Framework confirmed the process for compliance with the recommendations in the Review. In particular, the requirements of two thirds private board membership, one third female appointed board members and a maximum board size of twenty permanent members, are due to be reached by the end of the 2019-2020 financial year.

Due to the time already afforded to LEPs to ensure these targets are achieved, exemptions and/or extensions to this deadline will not be considered and hence any remaining issues will become relevant to the Annual Performance Review process.

Similarly, we are also clear that boundary overlaps must be removed. Confirmation of your boundaries is essential as we move forward and look to the introduction of the UKSPF, as well as to provide the necessary clarity of accountability for spending. Therefore, where it is still relevant, we would be grateful for a confirmed final proposal from you by 12 December. On the assumption that you provide this confirmed solution we will, in recognition of where we are in the financial year, pay one reduced amount of capacity grant funding. If you are unable to reply by then or do not believe additional time will lead to a resolution, there will be no further funding and we will look to set out a way forward at the soonest opportunity.

Yours sincerely,

RT HON JAKE BERRY MP
Minister for the Northern
Powerhouse and Local Growth

NADHIM ZAHAWI MP
Minister for Business and Industry

Paper 3 – Governance

Publication	Public Paper (Published)					
Meeting date:	29 th November 2019					
Agenda Item:	3					
Item Subject:	Governance					
Author:	Ruth Carver, LEP					
For:	Discussion		Decision	X	Information	

Purpose:

To outline the proposed process and timetable for recruiting a Chair of the Greater Lincolnshire LEP and to update Board Directors on other elements of Governance, including electronic approvals.

Recommendation:

R1 - Agree the Members of the Chairs Appointment Interview Panel

R2 - Agree the timetable for open recruitment of Chair for the LEP

R3 - Appointment of Interim Chair

1 New Chair - Process and timescales for recruitment of a new LEP Chair

The Greater Lincolnshire LEP Chair, Ursula Lidbetter MBE, is due to stand down as LEP Chair in December 2019. Volunteers for the LEP Chairs Appointment Panel were sought from the Board, and the following have agreed to be the panel, namely Prof Mary Stuart, Dean Fathers, Pat Doody and Cllr Colin Davie. The panel will supported by the LEP executive.

R1 -Agree the members of the Chairs Appointment Interview Panel

2 Stakeholders Panel

On the interview days (PM of 12th and AM of 13th February 2020), it is proposed to invite all members of the board, and local stakeholders from business, education and the public sector to an informal lunch time session to meet the chair candidates. The stakeholder panel will give feedback to the Appointments Panel prior to a recommendations being made to the LEP Board.

3 Timetable

The timetable for recruitment is attached

BEIS support nationally and regionally for search is also being explored, and Cabinet listings will be utilised after purdah.

4 Investment Board - Call for nominations from Private Sector Members

An additional private sector director is sought from the LEP Board to fill a vacancy on the Investment Board. The investment board makes all of the investment and funding decisions on behalf of the LEP. Nominations are sought by Friday 13th December 2019.

5 Finance and Audit Committee - Call for nominations from all Directors

Following David Dexter's retirement, a vacancy has arisen on the Finance and Audit Committee for a LEP Director to sit on this committee to maintain a link between the committee and main board. The independent chair of the F&A Committee will continue to be required to report to Board as necessary. There are four meetings a year and nominations are sought by Friday 13th December 2019.

Paper 3 – Governance

6 Targets within the LEP Review

Members will be aware of the two targets set by the LEP review, 33% of Board to be female, and 66% of the Board to be private sector by March 2020. The current position is 5/15 ie 33% females, and 9/15 ie 66% of private sector directors.

An additional recruitment exercise will be undertaken in the New Year to align with the start of the new Chair.

Financial Implications:

Costs of advertising the role and supporting the shortlisting will be met from the Core costs of the LEP, under the Chief Executives delegation.

Legal Implications:

None.

Risks, opportunities and impacts

The roles for both Chair and additional female members need to be promoted in a more targeted way to ensure we attract applicants who would improve both the gender balance and representation of those with protected characteristics on the LEP Board.

Consultation

None necessary at this stage, although at the interview stage, a stakeholder's panel will be convened.

Electronic Decisions agreed on Wednesday 20th November and therefore to be

LEP Deputy Chairs

Pat Doody, private sector Deputy Chair and Cllr Philip Jackson non-private sector Deputy Chair

LEP Appointments Committee

Gary Headland to join the Appointment Committee. Existing members are the Chair, the two deputy chairs, and Dean Fathers, Diversity Champion.

New LEP Board Directors

Alric Blake - Chief Operating Officer at Alltech in Stamford. Alltech is a USA company driving innovation in crop science & animal feed. Alric Blake chairs the executive committee and is the highest-ranking officer within Alltech outside of the founding family.

Zoe King- Epix Media. Co-owner of Epix Media. Digital Lead and SME Champion. Zoe leads for the Board on the development of the Digital Sector. Zoe was recently shortlisted for the Business Person of the Year award at the Lincolnshire Business Awards, was the recent Chair of Lincoln Business Club providing a place for Lincoln's SMEs to network, learning opportunities, and a forum for business issues, and is opening our GoDigital Conference next week.

7 Energy Council

The Board are asked to endorse the following membership of the LEP's Energy Council, an energy advisory council for the LEP.

- Duncan Botting, MD of Global Smart Transformations
- Emma Bridge, Chief Executive Community Energy England
- Justin Brown, Assistant Director for Growth, Lincolnshire County Council
- Jacqui Bunce, Programme Director Lincolnshire STP NHS

Paper 3 – Governance

- Arnie Craven, External Affairs Director, Cadent Gas
- Marie Harley, CEO Blue Castle
- John Henry-Looney, Sustainable Direction
- Juergen Schaper, FCC Environment
- Lea James, Siemens Smart Infrastructure team
- Cllr Barry Dobson, Executive Councillor Economic Growth LCC and SKDC
- Simon Green, Deputy CX, North Lincolnshire Council
- Martin Haworth, Director, Singleton Birch
- Mark Hutchison, Distribution Director, Western Power

Distribution	Publication					
Meeting date:	29 th November 2019					
Agenda Item:	4					
Item Subject:	Employment and Skills Board					
Author	Clare Hughes, Skills Manager					
For:	Discussion		Decision		Information	X

1 Purpose

To outline the work of the Employment and Skills Board, delivery against current action plan and development of delivery plan 2020/21.

2 Recommendations

- To continue to endorse the activities of the Employment and Skills Board to date
- To support the ESB resolving key issues identified by its members on policy and issues identified by the analytical evaluation
- To agree the timescale for publication of 2020/22 action plan to feed into the LEP Delivery plan.

3 Background

3.1 The ESB is made up of private sector members covering our key sectors, post 16 providers, Department of Work and Pensions, education and Skills Funding Agency and councillors & officers. Much progress has been made over the last year, key activity includes:

- Establishment of an Enterprise Co-ordinator network across Greater Lincolnshire, linking schools and businesses on careers locally
- Overseeing local skills delivery funded by the European Social Fund;
- Delivering on the skills capital programme, Bishop Burton Riseholme Campus, Boston College, Engineering and Manufacturing Centre, Digital Skills Centre at Stamford College, New Medical School in Lincoln, and two new HE campus in Grantham and Scunthorpe.
- Production of a Skills Evidence Base

The Board meets 6 times a year and each member is asked to be proactive in identifying where they can contribute to and collaborate in any interventions between meetings, through Task and Finish Groups.

The vision of the Skills Board is 'to support the growth of an inclusive economy with a highly skilled workforce where skills and employment provision meets business need and the aspirations of individuals.' The Skills Board provides the strategic leadership for this vision.

The Employment and Skills Board's 2018-20 Action plan has 6 objectives:

Action	RAG
1. Build on the solid economic evidence and analysis, ensuring that business has a voice in new skills and education developments	Green
2. Board Governance	Green
3. Provide expert advice to the LEP Board and LEP activity	Green

4. Increase availability of good quality information from employers to schools and job seekers	Green
5. Increase the number of businesses and young people participating in vocational education	Amber
6. Ensure that there is a strong, and high quality, flexible and responsive local provision	Amber

There are several actions under each objective with RAG ratings against each sub action, see Annex 1 - Action Plan. However in summary

Actions under Objectives 1 and 2 took on a different emphasis in January 2019 following the announcement by the Secretary of State for Education to develop Skills Advisory panels, see Annex 2 - Policy Context. The Greater Lincolnshire-wide SAP Skills Evidence Base, and its sister SAP LAD skills reports, are due to be published in the New Year.

Objective 4 - Considerable focus has been placed on Objective 4 through the recruitment of 3 Enterprise Coordinators and their work with local secondary schools to increase the number of employer encounters and workplace experiences. The impact of this work will be measured by the national Career and Enterprise Company.

Objective 5 - Over £12 million of European funding has been spent on training the workforce in Greater Lincolnshire, we have developed innovative schemes to transfer knowledge between employers, trainee teachers, and college lecturers.

Objective 6 - We have published research carried out with local learners, and more will follow

<https://www.greaterlincolnshirelep.co.uk/documents/what-works-encouraging-aspiration-employment-and-career-progression-septemb/>

Objective 6 - We have facilitated a number of meetings between local Colleges and training providers to find effective ways of working together and collaborating on future bids for the benefit of residents and businesses across Greater Lincolnshire. The recent successful bid to the Coastal Communities Fund securing over £300k, is a good example of providers and colleges working together for the benefit of the community. A new ESF grant scheme will be launched in the next couple of months that helps the voluntary sectors and small organisations develop bespoke training schemes for residents who are furthest away from getting a job.

3.2 Additional Areas of Focus

A recent initiative with the Design Council to explore Digital Skills will report soon.

£30,000 was approved by the LEP at its September meeting; this will support a levy-transfer for Greater Lincolnshire and is currently being developed. An Apprenticeship Plan will be published in the New Year.

The LEP and LCC are developing a joint dashboard, and action plan to deliver a number of areas at pace in the skills area. We are currently recruiting two skills delivery and project managers to support the Skills Manager.

3.3 Development of the new action plan 2020 - 2022

In line with previous years, it is suggested that the action plan spans a 2-year period, particularly because policy changes frequently, and local responses need to be flexible and at speed, and take precedence (e.g. Devolution; Area Review; SAP Pilot Programme).

The new ESB Chairman held the first Employment and Skills Board in September 2019 and a number of Task and Finish are currently being established. One of these groups will look at the priorities emerging from the SAP Skills Evidence base, the People section of the Local Industrial Strategy.

A refreshed the action plan will be discussed and agreed at the next Employment and Skills Board meeting on 3rd February 2020, actions incorporated in the LEP Delivery plan, and endorsed at the LEP Board meeting on 20th March 2020.

3.4 Financial Implications - None.

3.5 Legal Implications - None.

3.6 Risks, opportunities and impacts - N/A

3.7 Consultation - N/A

3.8 Appendices

Annex 1 - Action Plan 2018-2020 - see separate attachment

Annex 2 - Policy Context

4 Three Year Planned Delivery Programme 2019/22

Programme Description	3 Year Programme Targets		2019/20 Targets	
	Learners	Value	Learners	Value
Boston Digital Tech, Transport & Logistics Academy	1,074	1,455,000	0	485,000
Grantham University Technology & Innovation Centre	160	1,200,000	0	400,000
Skills support to the unemployed	2,077	3,150,000	1,038*	1,575,000
Skills Support to the workforce	3,925	7,200,000	1,962*	3,600,000
NEET (or at risk of becoming NEET) 16-24	1,029	1,620,000	514*	810,000
Coastal Escalator Skills Portfolio	370	370,000	125	83,710
North Lincs Tech & Business Skills Innovation Hub	733	3,304,506	0	3,304,506
Lincoln College Digital	296	2,300,000		
Boston College EMAT centre	875	847,650	175	827,684
Stamford College Digital Skills	530	0	75	0
Building Better Opportunities	1,166	0	1,166*	0
	12,235	21,447,156	5,055	11,085,900

Note: Lincoln College project not due to start until 2020/21

*subject to variation as a consequence of how ESFA contracts work

Annex 2 - Policy context

Decisions about post-16 training - what should be funded, to whom, and for how long - is mostly made by Central Government, but this hasn't always been the case.

- The post-16 skills system has gone through significant change since the LEP was formed in 2010.
- LEP's Employment and Skills Boards were set up around the country in response, in part, to the closure of the Learning and Skills Council (LSC) in 2010. The LSC was responsible for post-16, further education and adult skills and training system, and had a local presence and local decision making ability. The ESB provided local employers with a voice into the post 16 skills system.
- There have been 6 skills ministers overseeing this part of Government in that time, 3 different agencies and many changes in skills policy with far-reaching consequences.
- The Learning and Skills Council (LSC) was replaced by the Skills Funding Agency (SFA), which operated at a national rather than local level. Both were agencies of the Departments looking after business (DTI and BIS, now BEIS).
- Business-led LEPs were able to influence, or add value to, the national post-16 skills agenda through BIS, who provided a number of limited freedoms and flexibilities to LEPs.
- In 2017 the SFA was replaced by the Education and Skills Funding Agency (ESFA), and became an executive agency of the Department for Education (rather than BIS), accountable for funding education and training for children, young people and adults. It also operates at national level.
- *The ESFA allocates around £59 billion to 25,000 institutions, to support the education of about 12 million learners across England.*
- The objectives of the ESFA for 2019/20 include:
 - growing participation in the apprenticeship programme,
 - preparing for the first delivery of T Levels in September 2020,
 - launching the review of qualifications at levels 3,
 - completing the consultation of Higher Technical Education (at levels 4 and 5),
 - managing the arrangements for WorldSkills UK,
 - enhancing the National Careers Service (NCS),
 - developing the National Retraining Scheme (NRS) for adults,
 - setting up and managing the European Social Fund (ESF) programme,
 - working with FE policy teams to develop the future policy framework for a sustainable successful FE college sector
 - Providing an efficient and high-quality customer enquiry service for providers, employers, learners and parents

In January 2019 LEPs were asked by the Secretary of State for Education to strengthen existing Employment and Skills Boards, recognising their role in understanding the local labour market and how skills policy plays out at a local level. Sometimes referred to as Skills Advisory Panels, they will develop an evidenced-based view of local skills needs. **They are expected to advise on funding and investment decisions for local skills and employment, and advice of the SAP should be reflected in LEP Board discussions.**

Greater Lincolnshire Employment and Skills Board Action Plan 2018 - 2020

Core Objective	Action - What will be done	Outcome	RAG Rating
Build on the solid economic evidence and analysis, ensuring that business has a voice in new skills and education developments	<ol style="list-style-type: none"> 1. Produce a skills strategy summary document 2. Ensure there is an easily accessible skills evidence base 3. Develop links between ESB and LEP sector boards 4. Review new skills reports and intelligence as they become available 5. Commission new reports where there are gaps 6. Increase engagement with local businesses, find new ways for them to report challenges and feed into new developments (e.g. T-Levels, Career Learning Pilot, and Skills Advisors Panel etc.) 7. Work with Government on the Skills Advisory Panel (SAP) pilot reports to establish a national framework for skills data 8. Feed into the 'Skills' section of the Local Industrial Strategy 	<ol style="list-style-type: none"> 1. Partners with training funds are better informed of the skills actions required to drive forward growth and productivity 2. Education and training providers are better informed to modify their training offers 3, 4, 5 & 6. Continual understanding of challenges facing local business so that responses and solutions are always the most appropriate. 6. Increased number of businesses, particularly SMEs feed into new national skills and training developments so that their needs are taken into account 7. Influencing a national framework that may in future drive skills funding 8. New Government policy takes into account local employer need, particularly that which is unique to Lincolnshire 	Green
Governance	<ol style="list-style-type: none"> 1. Update terms of reference in line with LEP 2. Update declaration of Interest forms 3. Recruit to vacant posts 4. Close old ESB website 	<ol style="list-style-type: none"> 1 & 2 ESB meets LEP Government best practice advice in line with LEP review 3. Raise profile of ESB 	Green
Provide expert advice to the LEP Board and LEP activity	<ol style="list-style-type: none"> 1. Regular progress reports to the LEP and others on activity, particularly on the two Pilots given their importance 2. Contribute as an "independent expert commentator for employment and skills issues" locally, for example writing blogs, contributing to Marketing Lincolnshire and Team Lincolnshire activity; contributing to Board papers and LEP Board meetings; 	<p>Raising the profile of the education, skills and training agenda</p> <p>Raising the profile of the ESB</p>	Green

Greater Lincolnshire Employment and Skills Board Action Plan 2018 - 2020

<p>Increase availability of good quality information from employers to schools and job seekers</p>	<ol style="list-style-type: none"> 1. Promote and stimulate interest in the World of Work website, so that employer content is maximised 2. Recruit Enterprise Co-ordinator (EC) and launch pilot Career and Enterprise Company Programme 3. Complete the career films of the food sector and develop marketing and communication plan 4. Create a Careers information advisory group, bringing together partners involved in delivery to schools to reduce duplication and confusion 	<ol style="list-style-type: none"> 1, 2 & 3 Young people, teachers and job seekers are better informed to make decisions about local jobs 4 Reduce duplication within this agenda 	<p>Green</p>
<p>Increase the number of businesses and young people participating in vocational education</p>	<ol style="list-style-type: none"> 1. Continue to work with Department for Education and relate national messages to local stakeholders, taking advantage of any funding that they offer to LEPs 2. Collate information where employers are unable to access the Apprenticeship standard that they need 3. Raise the profile of Apprenticeships to all 4. Increase the participation of SMEs in Apprenticeships through raising awareness of reforms affecting them 	<ol style="list-style-type: none"> 1. Influence how policy is implemented 2. Existing feedback mechanisms from employers to LEP working well 3. To be agreed 	<p>Amber</p>
<p>Ensure that there is a strong, and high quality, flexible and responsive local provision</p>	<ol style="list-style-type: none"> 1. Support providers and Colleges to collaborate for the benefit of local residents and businesses 2. Develop and Launch a Skills capital Investment Fund 3. Maximise impact of ESF delivery, through monitoring of ESF Programme (ESFA opt-in) and make recommendations to ESIF Committee as required 	<ol style="list-style-type: none"> 1. A stronger provider base better able to meet local need 2. Increase in the right type of provision 3. Fewer gaps in provision 	<p>Amber</p>

Paper 5 – Visitor Economy & Tourism Zone Update

Publication	Public Paper (published)					
Meeting date:	29th November 2019					
Agenda Item:	Visitor Economy Board					
Item Subject:	5					
Author:	Board Lead Chris Baron					
For:	Discussion		Decision		Information	X

1 Purpose

This report provides an update on the work of the Visitor Economy Board led by Chris Baron.

2 Recommendation:

2.1 The Board is asked to:

- a) Note the work of the Visitor Economy Board in 2019.
- b) Note the developing work programme for 2020.
- c) Discuss and support the evolving plans for a Greater Lincolnshire refreshed Tourism Strategy, and focus for a proposed Tourism Zone.

3 Background

3.1 Following the inaugural meeting of the GLLEP Visitor Economy Board in 2018 the initial work program was updated to reflect the priorities of partners. The aim of the Board is to boost the economic growth of the Visitor Economy by creating more appropriate, relevant support offers, and its role is to shape and influence future Visitor Economy products to meet the needs of Visitor businesses in Greater Lincolnshire.

Current Position

- Economic impact now at £2.39bn – 6.4% increase on 2017 and 13.4% increase on 2016.
- This year the number of visits rose by 1.8%, to 34.9m, with most notable changes in NK (9% increase) and East Lindsey (4%).
- The number of day trips made to Greater Lincolnshire was around 30.3m, a 1.6% rise whilst the total number of staying visitors rose by 3.2% to 4.6m.
- The average visitor to East Lindsey spends 2.7 days there – far higher than any other area in Greater Lincolnshire
- Employment up by 4.2% to 30,200 FTEs in terms of direct and indirect employment
- Largest 'contributors' are still East Lindsey (£700m) and North East Lincs (£622m)
- Economic output was £216m
- There were 3.9m day visits to Lincoln City in 2018, 1% higher than 2017 and 320,000 staying visitors, 1.4% higher than 2017.
- There are 2,500 people employed in the sector in Lincoln. 2.4% higher than 2017.
- Most notable increases in Economic Impact by LAD have been made in Boston Borough and North Kesteven, both over 10% increases (although low bases, particularly for Boston).
- Direct expenditure up by 6.4% to £1.74bn

4 Produce a comprehensive body of information about visitors to Greater Lincolnshire

4.1 Comprehensive market intelligence will produce good decision making, being used to direct resources, marketing, branding and investment.

Paper 5 – Visitor Economy & Tourism Zone Update

The following reports were completed, and published

- [Visitor intelligence Report for Greater Lincolnshire -Volume and value, Visitor experience and satisfaction, Segmentation, and Intelligence gaps](#)
- [Visitor Profiling Study](#)
- [Hotel Fact File for Greater Lincolnshire](#)

This research and how to interpret tourism data was discussed with LORIC at the June Board meeting.

5 Development of a strategic investment plan for the Visitor Economy

- 5.1 The development of a strategic investment plan for the visitor economy for the Greater Lincolnshire area will allow coordination of development, planning around funding opportunities and form a pathway for the future direction of the visitor economy.

Progress

A spread sheet of members' investments and plans and wider visitor economy sector infrastructure projects is updated at board meetings, for example, Hardy's Farm developments. This needs to be updated.

6 Visitor Economy Conference

- 6.1 The delivery of coordinated relevant conferences for the sector to share practice and intelligence.

Progress

A very successful Visitor Economy Conference - Heritage was held at Doddington Hall in x 27 March 2019.

7 Produce a Place Marketing toolkit for Visitor Economy Businesses

- 7.1 Out of the brand marketing and intelligence work, produce a toolkit for the visitor economy businesses that explains how they can align themselves with the destinations and brands that make the most sense to the visitors and to themselves. This was not undertaken as a wider toolkit was produced for businesses in Lincolnshire.

Progress

Completed as part of the wider www.promotelincolnshire.com

8 Hotels Study

- 8.1 In 2017 the Greater Lincolnshire LEP commissioned Hotel Solutions to conduct a hotel feasibility study to ascertain the need for additional hotels across Greater Lincolnshire. The study identified areas which would benefit, and also identified the type of hotels the region is lacking. Once the study was concluded the Inward Investment team at LCC used the findings to actively encourage hotel brands and developers to invest in Lincolnshire. Using contacts made primarily through attending the hotel conference in Manchester, as well as leads obtained through Team Lincolnshire, the hotel study has facilitated the development of a number of hotels and created a great deal of interest in Lincolnshire from hotel companies.

So far the following brands have visited Lincolnshire on familiarisation trips:

Paper 5 – Visitor Economy & Tourism Zone Update

- IHG, Accor, Bespoke Hotels, Step Places, Birchover Residences

The team have been the instigator in bringing Lincoln's first Apart Hotel to the market (opened in April 2019 via introductions made through Team Lincolnshire), and have been the catalyst for introducing Banks Long & Co and the Co-Op to the brand which will build a hotel on the Cornhill. We have also helped get the Travel Lodge over the line in Boston, introduced South Kesteven to potential investors and are currently working with a company who are seriously interested in developing the Judges Lodgings. We are also working with Lavignac who are interested in Lincolnshire, Bespoke Hotels who since their introduction to the region have now taken over Branston Hall Hotel, and are now working with the owner of the Liberal Club in Lincoln to see if we can get any brands interested in developing that into a boutique hotel.

9 Forward Plan

- 9.1 Members of the Tourism Officers Group have begun to update the Tourism Strategy developed in 2016 by Melanie Sensicle. They have also had a workshop session on 6 November looking at the challenges and opportunities facing Lincolnshire's visitor economy in the context of the Tourism Sector Deals..

10 Tourism Sector Deals

- 10.1 What is the Tourism Sector Deal? Sector Deals are partnerships between the government and industry on sector-specific issues, to boost productivity, employment, innovation and skills. Tourism may be the 10th sector deal. Since it was announced in the early summer various meetings have taken place to get us into a state of readiness. We've met with the Head of Tourism at DCMS and attended the September conference when we had hoped to have a clearer idea of the timetable. Probably due to the new government the timetable detail had slipped but it was nonetheless useful and has given us more time to prepare for bidding - which will be a competitive process.

10.2 What we do know

- TZ's should be innovative and ambitious
 - TZ activity and support must last longer than a year.
 - Partnership and collaboration is crucial
 - The bid must be in line with the Local Industrial Strategy
 - Tourism Zones must be built around pre-existing transport hubs such as train stations,
 - Potential tourism zones must be able to demonstrate that tourism is a dominant part of the local economy and is a recognisable entity to the consumer.
 - To increase productivity TZ's must tackle seasonality
 - Needs to be supported by data/evidence
 - Skills - the bid must include ideas to up-skill the work force - Govt want to create an additional 10,000 apprenticeship 'starts' a year by 2025
 - Continued investment in Infrastructure particularly accommodation - want to see an additional 130,000 bedrooms by 2025-
 - Govt. want UK to be the most accessible destination in Europe
 - Collaboration is crucial: bids need to be delivered by teams combining businesses, Destination Management Organisations (DMOs), Local Enterprise Partnerships (LEPs) and Local Authorities.
 - Importance of digitisation & business tourism
-
- Successful bids would prove that the whole area has bought into the vision - need to demonstrate that we can work together and innovate, that we are thinking of our

Paper 5 – Visitor Economy & Tourism Zone Update

audiences. Need to demonstrate how we will work at a local level to grow visitors and the economy. He used the words 'local collegiate working'

- Engaging with local residents
- It is also crucial to understand and cater for visitors of the future; Using data to understand our visitors more
- Look at emerging trends such as nature tourism
- Our tourism strategy has to build aspirations for young people to be enterprising. How can we make working in tourism seem more 'glamorous'?
- Research says that visitors to London have a much better time if they spend at least one day outside London. London is very aware of this and wants to work with regions and develop 'open jaw' tickets. LNER opportunities.

10.4 Bidding

There are a number of partners who are involved in the Visitor Economy, and it has been agreed that the Visitor Economy Board of the LEP is the place where the collaboration and strategy can be developed further.

As we await the release of the bidding details we are logging all relevant Partnerships within Greater Lincolnshire and also the areas within LA's that are impacted by tourists (footpaths, highways, heritage, signage, cleanliness, parks, etc) and briefing them on the potential of a Tourism Zone, getting all into a state of readiness.

- Local Authorities support the visitor economy in different ways across Greater Lincolnshire; for example, LCC runs tourism assets, such as Lincoln Castle, and the North Sea Observatory and leads on place marketing for the County and hotel investment, as well as programmes to support visitor economy businesses. The tourism officer group consisting of all local authorities meets regularly and is updating the visitor economy strategy and work-shopping the challenges and opportunities.
- Greater Lincolnshire LEP has highlighted tourism as a priority sector and reflects sector deal ambitions in its emerging Local Industrial Strategy. It set up this Visitor Economy Sector board and has made investments in product such as Bomber Command, Lincoln Transport Hub and Visitor Economy Research.
- The Greater Lincolnshire Leaders and Chief Executive board supported the application to become a Zone .
- Private sector led and funded DMO (Visit Lincoln Community Interest Company) with partners across Greater Lincolnshire. Supported and led on projects benefiting Greater Lincolnshire LEP area including Discover England Fund projects and Cultural Destinations (Arts Council England and VisitEngland).
- Coastal Destination BID for Lincolnshire promotes the coast.
- The University through its International Business School and digital and creative industries also creates opportunities for tourism.

10.5 Particular areas of focus for the zone could be:

- Linking with the new Tourism Data Hub will require a new research/data based approach to the visitor economy
- Demonstrating connectivity to London, Hull Ferry Port, East Midlands and Humberside Airports, we need to unite with a seamless proposal based on the visitor journey not boundaries.
- Lincolnshire is the lowest in the Midlands region for overseas visitors. More investment in working with overseas travel trade operators), improving links between places and connectivity to road, rail, airports and ferry crossing, as well as a commitment to 'green' travel with investment into cycling/walking networks.

Paper 5 – Visitor Economy & Tourism Zone Update

- Extending the Season - Lincolnshire has significant capacity for growth particularly for year round operation. The 'nature' offer of cycling, walking and bird watching lends itself to growth in the spring, autumn and winter seasons and has much potential. The emergence of significant events/festivals/trails - So Festival, Gravity Fields, Lost Village, Mayflower 400 and Frequency - also offer opportunity to extend the season.
- Business tourism - Despite the efforts of Meet Lincoln, Lincolnshire is not a player within the meetings and incentive industry. Business tourism is a key priority to the government, as it brings opportunities for trade and investment. The Head of Business Events at Visit England indicated at the Tourism Zone Conference, held in Birmingham in September, that the MICE market is a key priority for Visit England. Whilst we must be realistic in what we can offer (Greater Lincolnshire does not have the conference facilities such as other destinations, we are lacking a large conference centre), there is scope for us to attract the association market which often looks at placing groups between 50-250 which we could easily accommodate. Further investigation is being conducted with the aim of bring the Head of Business Events to Lincolnshire to advise.
- Accessibility is another key criteria of the tourism zone, from providing accessible information across promotional media, ease of booking, and investment into product. DCMS said to see accessibility in its widest sense: the disabled, an ageing population, mums, languages, autism, sign language etc
- Drive accommodation investment and build on the work already done on the Hotel Demand Study/Hotel Fact File. We are already making significant in-roads in attracting hotel investment from major industry brands, and providing support and guidance from investors and developers on the back of the hotel feasibility study.

11 Conclusion

11.1 There is no doubt that the process to become a Tourism Zone will be extremely competitive nationally, but the opportunities it could bring for elevating the productivity of the Lincolnshire visitor economy and 'future proofing' could make it well worth the effort. Regardless of the opportunity, commitment to and closer working with Local Authority partners and less silo mentality could develop a stronger visitor economy sector.

12 Recommendations

- Board Directors are asked to note the progress of the Visitor Economy Board
- Board Directors are asked to comment on the focus of the refreshed visitor economy strategy and the Tourism Zone.

Paper 7 – Energy Council Update

Publication	Public Paper (published)				
Meeting date:	29th November 2019				
Agenda Item:	Energy Council Update				
Item Subject:	7				
Author:	Andrew Brooks				
For:	Discussion		Decision		Information
					X

1 Introduction

- 1.1 The Greater Lincolnshire LEP (LEP) is taking a leadership role on the connection between the economic agenda and the landscape for energy. The Greater Lincolnshire Energy Strategy identifies where the LEP can support/tackle some of these issues, but also identifies where help is needed to take on bigger, grander challenges - and where local actors need to take steps to tackle delivery issues closer to home.

This paper outlines the establishment of an Energy Council to champion these ambitions, and to provide the relevant focus needed.

1.2 Important Considerations for our Energy Council Future Programme

We now are at a stage where we need to enable the Energy Council to coalesce around formalising the enabling framework, and also provide insights into the delivery of the Local Industrial Strategy (LIS), and future energy transformation directions. This will include a review and framework progression of the current and long-term outcomes and opportunities to a whole-system approach for the Greater Lincolnshire area, and for the transformation of energy, particularly the opportunities around developing a rural innovation test bed for energy and water (and waste).

2 Background

2.1 Context

There is an expectation that the Energy Council will be advocates to the issues that Greater Lincolnshire faces, and start to seek out and articulate the grand challenges that will be faced by Greater Lincolnshire, in moving energy transformation forward by setting the cornerstones of approach that will see success.

This work appreciates that businesses and investors play a vital role in bringing new technologies to market, and acknowledging the important role played by national, regional and inter-governmental organisations, non-governmental organisations, universities, professional bodies and private research institutions in contributing to the approach we wish to take in Greater Lincolnshire.

2.2 Intended Outcomes

This thinking is an approach to understand:

- What society’s future needs are
- Adding into the equation the focus of understanding energy, and how it is important to Place
- How to embrace a circular economy outcome as part of this process to deliver sustainability

Paper 7 – Energy Council Update

Grand Challenges

The Energy Council will also have an input into the following grand challenges that Greater Lincolnshire will face into the future, and how these will interface with the energy questions that will inevitably be raised, namely around:

- AI and Data
- Ageing Society
- Clean Growth
- Future Mobility

3 Next Steps

That the Energy Council details the following Enabling Framework, for the transformation of energy in Greater Lincolnshire ('Enabling Framework')

3.1 Mission Statement

In support of economic growth, low carbon, low cost energy access and security, their mission is to:

- Accelerate the pace of whole-system and clean energy innovation to achieve performance breakthroughs and cost reductions, which will provide widely affordable and reliable clean energy solutions, which will revolutionise energy systems throughout the Greater Lincolnshire area over the next two decades, and beyond.

3.2 Creating the right environment

The Energy Council, comprised of a number of diverse members, has been created to provide high level strategic guidance to:

- Foster implementation of the Enabling Framework for Greater Lincolnshire
- Make recommendations through consensus, including the sharing of all minutes appertaining to Energy Council discussions
- Facilitate implementation of outreach and communication strategies, that help achieve progress on projects and events
- Support the active engagement of business, with appropriate translation into business/investor opportunities
- Potentially suggest funding opportunities as needed to implement the Enabling Framework
- Create Task & Finish groups to carry out specific tasks, as needed

4 Overall Actions

4.1 Where will the Council need to be active?

4.2 Actions

Information Sharing

Energy Council Members to formulate and implement an information sharing system that can efficiently and flexibly:

- Facilitate co-operation on research and development needs, priority-setting, collaborative opportunities, projects, and best practices
- Facilitate active engagement with, and investment by investors, businesses, and industry

Paper 7 – Energy Council Update

Innovation Analysis and Future Trajectory

Energy Council Members to work together, and with existing centres of analytical expertise, to:

- Collate, review, and share analysis to provide more readily accessible insights into the role innovation can play to address whole-system and clean energy systems
- Commission, as supported by the LEP, new analysis to address gaps in our current understanding
- Map existing and planned public and business activities onto identified needs, in order to identify gaps and opportunities
- Communicate insights into the most critical innovation needs to decision makers, in the public and business sectors

Joint Research and Capacity Building

Energy Council Members to collaborate on joint research and capacity building, where mutual interest exists, to:

- Help leverage combined knowledge, capabilities, and resources which benefit the Greater Lincolnshire area
- Promote common principles and good practices
- Share expertise and identify, promote, and utilise available platforms for collaboration
- Facilitate bilateral and multi-lateral research partnerships, where there is mutual interest, and help enhance collective capacity

Business and Investor Engagement

Interested Energy Council Members to pursue opportunities to identify, and engage prospective businesses and investors to:

- Exchange information, and actively build relationships
- Improve mutual understanding of perspectives and priorities regarding whole-system and clean energy innovation needs, and opportunities for Greater Lincolnshire
- Attract and encourage investment in emerging technologies, to expand and enhance the innovation pipeline
- Accelerate the realisation of benefits to the Greater Lincolnshire, from the most promising ideas

4.3 Immediate Short Term Actions

In the short term, there is a great need now to corral and map various sources and commissions, which support this enabling framework, that have already been developed over the past 12 months.

This will include:

- Advising on an energy flow/loss mapping exercise for Greater Lincolnshire, which will underpin the rationale for the targeting of energy transformation, but also carbon reduction and circular economy models
- Reviewing and assessing the recently completed Energy Demand Curve and Enabling Framework report, and determining next steps to implement its recommendations
- Provide timely input into the next stages of government engaged co-authoring of further Energy policy refinement for the Local Industrial Strategy

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- Review potential funding opportunities to further the enabling framework

It is recommended that this form the first cohort of work that the Energy Council will work on, with further documented and communicated directions following on from subsequent meetings. All will be reported back to the LEP Board, on a regular basis.

5 Items for Discussion

5.1 We are looking for the LEP Board to provide views on the items above, in terms of:

- If the approach fits with the Board's thinking on the subject of how the Energy Council should operate.
- How the immediate actions identified in the report meet the ambitions of the LEP Board agenda.
- Do the actions for the Energy Council provide an adequate scope and baseline for the ambitions of the LEP Board?