



LEP DIRECTORS BOARD

Friday, 30th July 2021

Via MS Teams

Paper 0 - Greater Lincolnshire LEP Board Agenda

Time	Item	Lead	Status
10.00	1 Welcome, Apologies, Declarations of Interest	Chair	Attached
	1.0 FOR APPROVAL: LEP Board Minutes -23/03/2021 1.1 FOR INFO: Decision Log 1.2 FOR INFO: Review of Actions	Chair	Paper 1 Paper 1.1 Paper 1.2
	2 FOR INFO: Chairs and CX Quarterly Report	Chair/CX	Paper 2 To follow
Governance			
10.20	3 DECISION: Approval of Financial Statement and Annual Report 2020/21	Andy Orrey, Chair of the Finance and Audit Committee	Paper 3
10.30	4 FOR DECISION: Approval of Scheme of Delegation and Risk Register	CX	Paper 4
Strategy			
10.40	5 FOR INFO: Game Changing Sector - update on Humber Freeport	Simon Bird	Verbal
11.00	6 FOR DISCUSSION: Levelling Up	CX and Nathan Wallwork	Paper 5
Delivery			
11.30	7 FOR DECISION: EAN and Careers Hub	CX/Natalie Poole LEP	Paper 6
	8 Forward Agenda Plan for debate		Paper 7
	Close		

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

Attendees:

Pat Doody - Chair (Non-Executive Director), Cllr Philip Jackson - Vice Chair (NELC), Sarah Louise Fairburn - Vice Chair (Imp & Maker), Cllr Colin Davie (LCC), Cllr Craig Leyland (ELDC), Cllr Oliver Hemsley (RCC), Alison Ballard (BAE Systems), Andrew Hunter (UoL), Dean Fathers (Health), Debbie Barnes (CX, LCC), Gary Headland (Lincoln College, IoD and Lincs Chamber), Jo Hardy (Hardy's Farm), Julian Free (UoL), Nick Worboys (Longhurst), Simon Bird (ABP), Suraya Marshall (RAF Cranwell), Zoe King (Epix Media) Stephen Fidler (DfT)

To be confirmed:

Cllr Rob Waltham (NLC)

Apologies:

Darren Cunningham (Phillips 66), Mandy Watson (Ambitions Personnel), Pete Holmes (BEIS)

Observers:

Clive Tritton (NLC), Simon Green (NELC), Andrew Crookham (Accountable Body & Section 151 Officer)

LEP Exec: Ruth Carver, Sue Groves

For Agenda items: Natalie Poole (LEP), Andy Orrey, Linsay HillPritchard (F&A Committee)

Key Dates for 2021

GLLEP Board Quarterly meeting: 26 th November GLLEP Board Monthly meeting: 28 th September, 26 th October	GLLEP Investment Board: 7 th September, 26 th November
GLLEP Appointments Committee:	GLLEP Employment & Skills Advisory Panel: 11 th August, 13 th September, 13 th October, 16 th November, 14 th December
GLLEP Energy Council: 20 th October	GLLEP Food Board: 19 th November
Health & Care Enterprise Board: 8 th October	GLLEP Manufacturing Board: 12 th October
GLLEP Visitor Economy Board: 21 st September, 15 th December	GLLEP Defence & Security Advisory Board TBA



Greater Lincolnshire LEP

Board

29th June 2021

Via MS Teams

Draft Minutes

Present: Board Directors:

Pat Doody - Chair (Non-Executive Director), Sarah Louise Fairburn (Imp and Maker) and Deputy Chair, Cllr Philip Jackson - Vice Chair (NELC), Cllr Colin Davie (LCC), Cllr Oliver Hemsley (RCC), Alison Ballard (BAE Systems), Darren Cunningham (Phillips 66), Dean Fathers (Health), Gary Headland (Lincoln College, IOD and Lincs Chamber), Mandy Watson (Ambitions Personnel), Nick Worboys (Longhurst),

Apologies from Directors:

Cllr Craig Leyland (ELDC), Cllr Rob Waltham (NLC), Suraya Marshall (RAF Cranwell), Julian Free (UoL), Zoe King (Epix Media), Andrew Hunter (UoL), Simon Bird (ABP), Debbie Barnes (CX LCC)

Observers: Peter Holmes (BEIS)

Apologies from Observers:

Andrew Crookham (Accountable Body & S151 Officer), Stephen Fidler (DfT), Clive Tritton (NELC), Simon Green (NLC)

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

For Agenda items: Karen Seal (LCC)

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

Full declarations of interest for each individual Board Director can be found at:

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

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

The minutes from the Board meeting held on 28th May 2021 were accepted as a true record.

Matters Arising:

- Virtual Business Roundtable for Small Business -arranged for 12th July 2021
- Strategic Review and supply chain opportunities when will the Board be updated - to be included on the Forward Plan

Action: Ask Simon Bird to give an update on what type of investors are interested in the Humber Freeport at next meeting.

Action Log (Paper 1.1) and Decision Log (Paper 1.2) - No comments.

Chair and CX Report (Paper 2) - Ruth Carver CX presented this item.

Agenda is a consensus agenda, but RC highlighted a number of areas:

1 Labour Market across GL

- On economic conditions, there is increasing data, and intelligence being received at the LEP's Intelligence unit on recruitment challenges, particularly in the health and care, visitor economy and food sectors, driver shortages etc. Currently Greater Lincolnshire has the highest number of vacancies and unemployed for the last 5 years - and this is reflecting the national situation.
- Also conscious that furlough ends in the near future, with approximately 44,000 furloughed across Greater Lincolnshire at end of April, the majority of which are young people or those over 60.
- On driver shortages, GLLEP is already working with the Chamber of Commerce, DWP and Growth Hub Advisers who are assessing the scale and complexity of the issue in Greater Lincolnshire (stage one), briefing local partners and national lobbying (stage two), and have already started to look at how the challenges could be overcome(stage three).
- ESAP are overseeing a piece of work on HGV shortages with local partners, and will take the same approach on VE and Food.

Comments from Board Directors

- The impact of a tight labour market, is already seeing wage inflation, particularly in areas that have a high degree of vacancies, example HGV and Food Sector.
- MW and Clare Hughes had discussed this, but people are not coming to Lincolnshire as there are vacancies UK-wide. NW said that it is the same in the construction industry.
- There are still a number of people in Greater Lincolnshire and Rutland without settled status, with a number who have not applied and ends on the 1st July, but has been extended by 28 days and potentially be extended to December.
- Some suggestions that ex-visitor economy/hospitality staff have now re-trained into more year round roles/jobs and asked what the LEP could help on the impact. CH - Regarding driver re-training, there is a task force looking at existing and new short and longer term options, meeting again this week and next week, gathering evidence, with a final impact report to follow. DWP carrying out a bespoke pilot on HGV training.

2 Levelling Up

- GLLEP is commissioning a discussion paper on the topic currently focussing on what would levelling up should focus on in GL with the first shaping discussion at the July or September 2021 Board for the Greater Lincolnshire area.

3 LEP Review

- LEP Review is still ongoing, and an indication may be announced before summer recess, but the outcome may be delayed so that it links with the Levelling Up, therefore towards the end of 2021

4 Spending Review

- LEP to write to all partners on Spending Review may now only a 1 year spending review, therefore need to start looking at asking partners what the LEP should be requesting, ie, UK Food Valley programme, working with East Midlands colleagues on a Made Smarter programme for manufacturing businesses, also supported by the Midlands Engine.

Actions:

- ❖ LEP to feed initial intelligence to Government regarding challenges around recruitment etc, and then undertake additional work in the scale and scope. interim report to be brought to the July meeting -focus on HGV (underway), Food (SLF and Mandy and Clare) and Visitor Economy (Jo Hardy, Nicky van der drift and Ruth)
- ❖ SG to look for physical venues for 1/4ly meetings across GL

Appointments Committee Progress - Gary Headland

- Electronic approvals given by the Board since the last meeting:
 - Appointment of Jo Hardy as a Director of the LEP Board, and deputy chair of the Visitor Economy Board
 - Appointment of Simon Bird as a permanent director of the GLLEP Board
 - Appointment of Sarah Louise Fairburn and Nick Worboys for a second term of office of three years from January 2022 GLLEP Board
 - Appointment of Professor Andrew Hunter as the new Chair of the Innovation Council, succeeding Professor Mary Stuart.
 - Appointment of Nicky Van der Drift as chair of the Visitor Economy Board

Action: Board members to proactively look for future Board members for future vacancies.

Employment and Skills Advisory Panel Update (Paper 3) - Clare Hughes, Executive Manager **Employment and Skills at the LEP presented this paper, in the ESAP Chairs absence.**

- Presented some real examples of the work that ESAP is carrying out. There are 7 published priorities in the Employment & Skills Advisory Panel's Action Plan that directly correlate to People Section of the Economic Growth Plan. The priorities were endorsed by the LEP Board
- The first priority is to publish the evidence base as required by DfE has been carried out,
- A live example of the "Maximise the impact of national employment and skills initiatives" priority is working with the deliverers of the Government's programme called Restart, which is due to start

imminently. This is a 4½ year programme to help unemployed back into work. The contract for this work has been awarded to a national company and LEPs around the country are supporting them to integrate with local services to ensure maximum impact. CH informed the Board of 2 delivery activities being undertaken to address the priority "Informing Young People and Adults about the careers available on their doorstep" (because we want to inspire them to stay locally, achieve their potential and to find out what is available locally). 1. The work on the Jobs and Careers Fair, next Jobs fair 30th June and Career Fair for 14-19 year olds on the 14th July, in partnership with Linc Higher. 2. The work with secondary schools and Colleges through the Enterprise Adviser Network, which is part funded by DfE, to help them work towards the 8 national career standards. Live examples were given of Kyoto Futons Ltd and Lincoln City Football Club.

Comments:

- Going forward, the way people are taught is going to be crucial because they only know about those sectors that are available locally. It could be that the curriculum needs to change so that younger generation know what is available.
- A number of businesses have already volunteered to work with schools and Colleges, but we need more to come forward to inspire children by going into schools, how do we get more businesses to engage?
- Children would benefit if businesses engaged and interacted with schools to ensure that they have a pipeline of future employees.
- Careers & Jobs Fairs - what is achieved, ie, how many people have been employed because of this. Survey being carried out to understand level of impact. Repeat employer exhibitors find the platform easy to use and beneficial.
- Work being carried out the EBP who are developing a virtual Work Experience programme (Discovery Reality), which enable schools to support children through virtual headsets. They are asking for private investors. LEP aware of this, but as it is a commercial venture (schools are required to pay for loan of headsets), public funding cannot be used, but working with EBP in other ways for Greater Lincolnshire. All of the filming that EBP do is in VR 3D and doesn't play on 2D platforms. The Chamber of Commerce has approached EBP to see if we can collectively use any video footage from the haulage industry in our careers fair but this is looking unlikely.
- In the technical sector, they are using Skill Sprints - could these be trialled. There are a number of digital vacancies, but unable to recruit to these highly paid and skilled positions.
- There is ongoing digital analysis and sector growth in the Delivery Plan.
- Funding - All Councils have funding that has not be used for Covid recovery could this be a solution.

Actions:

- ❖ The Board was asked to champion the role of the Employment and Skills Advisory Panel and its position as the central forum for collaborative and detailed discussions on the employment and skills agenda, and for setting the direction and the employment and skills plan for Greater Lincolnshire.
- ❖ Endorsed the Priorities of the ESAP as outlined in the action plan
- ❖ Seek to strengthen links between the Strategic Advisory Boards and the ESAP.
- ❖ Undertake a survey of employer exhibitors attending the Online Jobs Fair and provide a report to the next LEP Board on impact

Pete Holmes joined the meeting

Inward Investment & Place Marketing (Paper 4) - Karen Seal, lead investment officer for LCC presented this item on performance and activities

- Regarding the FDI Account management, over the last year, 141 businesses have been supported, with 43 being new relationships created. 693 jobs have been created and 70 jobs have been safeguarded. The value of Foreign Direct Investment is over £4.2bn, which includes mergers and acquisitions.
- Inward investments from 1st January, 33 FDI and UK enquiries have been received, 20 FDI and 13 UK from a variety of sectors, but mostly from the Food sector. FDI enquiries have been from a number of countries.

- Over the last year, additional activities have been carried out to attract investment into the region. With a number of successful High Potential Opportunities, ie, Automation in Food Processing, with a presentation in a global webinar taking place in May, and Offshore Wind Ports Hub.
- Have been working with DIT carrying out virtual tours on Agrifood and this has resulted in further enquiries.
- Looking at developing a Humber Freeport offer in the Humber Industrial Decarbonisation pitch, working with partners.
- Ongoing work with OCO Global Target Investing.

The board congratulated Karen and the Team on the activities and particularly the results on investment across Greater Lincolnshire.

- Cllr Davie updated the board on Holbeach FEZ that GLLEP financed and supported, the update on marketing is that all but one unit is sold or under contract/under offer. Second phase has significant interest.
- The board discussed the untapped potential for the the Defence Sector in Greater Lincolnshire an contribute with the support of the Defence and Security Advisory Board. Suggested that following a letter already sent to the Chief of Air Staff, another letter be sent to the Deputy Commander for Capability would be worthwhile as it seems that the RAF is regionalising its relationships with defence, need to understand what the RAF's strategic intent is and perhaps invite the Deputy Commander to a meeting.

Recommendations :

- ❖ Board Directors were asked to use the sector propositions in discussions on investment opportunities in Greater Lincolnshire.

Cllr Philip Jackson left the meeting

Industrial Decarbonisation (Verbal) - Darren Cunningham Phillips 66 gave an overview of current industrial decarbonisation opportunities across the humber, and focussed on Greater Lincolnshire.

- PD - In the process of inviting Sir John Peace (Chair of Midlands Engine) to the region in the near future to learn about Industrial Carbonisation, one of the LEP's game changers, and it is hoped that Robert Jenrick will join this meeting.
- Half of the Humber Cluster is in Lincolnshire.
- The Humber Cluster is the largest CO² emitting cluster (approximately 12m tonnes per year) in the country and in the northern part of Lincolnshire; there are two of Britain's six oil refineries (Phillips 66 and Prax Lindsey), and one of Britain's two steelworks at Scunthorpe.
- The Government has provided funding for preliminary engineering studies and Phillips 66, along with others, is spending millions on engineering Humber Zero to look to see it takes to capture CO².
- There is also something called a Cluster Sequencing competition by the Government and wanted to make the Board aware of a couple of schemes that impact on potential opportunities for inward investment into Lincolnshire:
 - Zero Carbon Humber, which looks at building a large hydrogen plant on the south bank at Salt End, running a hydrogen pipeline and a CO² pipeline from Drax Power Station to the west of the region, past the steelworks, past the refineries, across the river, then using the Endurance Aquifer. This consortium is bidding to build transportation of storage infrastructure for CO² which Phillips 66 could tie into, along with others.
 - On the south bank, there is a bid which Phillips 66 is supporting, led by Harbour Energy who has bought the Theddlethorpe Terminal and the old Conoco Phillips assets which are depleted gas well fields, but are an excellent storage location for CO². Phillips 66 are working with Harbour Energy to support their bid to build a pipeline from Immingham, along an existing right of way to Theddlethorpe, and use Theddlethorpe as a re-purposed terminal to inject CO² for storage under the re-developed infrastructure in the southern North Sea.
- Proposals are due to Government by 9th July and the Government will then run a competition, but if successful could mean up to 2,000 jobs in construction and a few hundred jobs when operational.
- Will be in competition with Teesside and other clusters, so the LEP needs to ensure that Greater

Lincolnshire works in conjunction with the Hull and East Yorkshire LEP as the industrial decarbonisation affects both banks of the Humber.

Comments

- North Lincolnshire Council is working on bringing all the local authorities together to stand behind this proposal, so being discussed at Humber Leadership Board and Marketing Humber about support and needs a more coherent voice.
- Teesside and the north bank of the Humber are joining forces as the East Coast Cluster, which is positive, but the south bank could be built at a lower cost and quicker, and is just as important.

Action:

- ❖ Will discuss this at the next MP briefing to garner support for decarbonisation
- ❖ Invite LEP Board members for a briefing visit
- ❖ RC to discuss with Board members about an inviting influential people to briefing meeting to enable an understanding of what opportunities this area has, ie, ME, NP, LA, CBI, IOD etc

Mandy Watson left the meeting

Greater Lincolnshire Plan for Growth and Progress Reporting (Presentation) - James Baty

Presentation is about the Economic Recovery Plan and how issues would be reported to the Board, will be circulated electronically for any comments.

GLLEP Board Forward Plan (Paper 10) - All

- ❖ No comments - any forward items to be discussed

Any Other Business

None.

Next meeting - 30th July

GREATER LINCOLNSHIRE LEP BOARD OUTSTANDING ACTION LOG - March 2021

Date	Item	Action	Action by	Status
06/20		Develop an economic dashboard to share regularly with the LEP Board, and wider partners and publish, economic analyst joined the team in Jan 21.	James Baty	September 21 Board
12/20		Ask the local authorities to develop a Greater Lincolnshire Digital Strategy Group to take forward joint actions, such as digital mapping and evidence base, digital investment strategy and joint bids. Led by NE Lincs	LEP Strategy Group	Underway - NEL leading
26/02/2021	Board Meeting	UK Food Valley - Need to build a core team to co-ordinate and accelerate the sector, an indicative budget of £300k per annum is sought. GL LEP Board agree to an initial contribution of £35,000 to kick start activity and planning	Sarah Louise Fairburn	Ongoing
20/04/2021	Board	Strategy session with Chairs of Strategic Advisory Boards	Sue Groves	Was on hold due to Covid
23/05/2021	Defence	Team Lincolnshire and DSEI action on attending	Julian Free	For 2023
	Board	Strategic Review and supply chain connectivity to be brought back to board with Business Lincolnshire	S Harrison	Autumn 21
29/06/2021	Board Meeting	Ask Simon Bird to give an update on what type of investors are interested in the Humber Freeport at next meeting.	Simon Bird	July 21
		Employment & Skills Board: LEP to feed initial intelligence to Government regarding challenges around recruitment etc, and then undertake additional work on the scale and scope. interim report to be brought to the September HGV (underway), Food (SLF and MW) and Visitor Economy (Jo Hardy, Nicky van der drift and Ruth) Seek to strengthen links between the Strategic Advisory Boards and the ESAP. Undertake a survey of employer exhibitors attending the Online Jobs Fair and provide a report to LEP Board on impact	Clare Hughes	Ongoing
		Industrial Decarbonisation: <ul style="list-style-type: none"> Narrative, MP engagement, Board engagement and BRO engagement 	Ruth Carver and Darren Cunningham	

LEP Board Decision Log for the year to date

Date	Decision Making Body	Decision Made
24/07/2020	LEP Board	<ul style="list-style-type: none"> • Report on progress on board membership noted • Chairs/vice chairs of Strategic Advisory Boards to be invited to attend future Board meetings - Forward Plan • Impact of Covid-19 - LEP Board approved the paper and agreed the new actions • Re-purposing funds for Recovery Post Covid-19 - Option C was favoured reallocation of £2.4m, with a contingency amount of funding for flexibility purposes of up £500,000 for future use. The £700,000 allocation of additional resources to the LEP for the activity above was approved, with business cases being developed for Digitisation, responding to redundancies, supply chain and transforming skills being bought back to a subsequent board to discuss and agree. Budget would be incorporated into the budget process, and reporting on progress would be undertaken through the normal quarterly reporting mechanisms. • Finance & Audit Report - 19/20 Financial Statement was approved by the Board and agreed for publication and 19/20 Audit Report was approved by the Board
26/08/2020	LEP Board	<ul style="list-style-type: none"> • Approval of minutes from 24th July 2020.
30/09/2020	LEP Board	<ul style="list-style-type: none"> • Seek vice chair nominations for all boards • In the New year 2021 Officers to arrange an additional workshop on the Local Assurance Framework • GL CSR asks - Board Directors to discuss with their link or local MP • Equality and Diversity Action Plan to be developed • Reallocation of funds for Team Lincolnshire from MIPIM to Team Lincolnshire Business Plan - £15,000. • ESAP member to join the Centre for Better Ageing board.
06/11/2020	LEP Board	<ul style="list-style-type: none"> • Approval of appointment of auditor continuation - subject to approval of the accountable body

		<ul style="list-style-type: none"> • The LEP Board approved the direction of travel for Humber Freeports proposal to be developed • Agreed to forward a Collaboration Board between Humber and Greater Lincolnshire LEP • The Board approved the Recovery plan, and delegated the final sign-off to the Chair and Chief Executive.
19/01/2021	LEP Board	<ul style="list-style-type: none"> • That the Chair and CX be given delegated authority to support the bid and provide letters of support for the Humber Freeports
26/02/2021	LEP Board	<ul style="list-style-type: none"> • Local Area Energy Plans for southern Lincolnshire - Board support for the approach, however financial contribution from the LEP would be considered at the budget realignment. • Health and Care - Board support for the approach of mapping opportunity, however financial contribution from the LEP would be considered at the budget realignment. • Approval of the UK's Food Valley Strategy and resources allocated.
23/03/2021	LEP Board	<ul style="list-style-type: none"> • Recommendations of Appointments Committee ratified by the LEP Board • Equality and Diversity Plan approved by the LEP Board • LEP Board approved the Interim Budget
20/04/2021	LEP Board	<ul style="list-style-type: none"> • LEP Defence & Security Advisory Board Terms of Reference agreed, subject to slight amendments • LEP Board supporting the ongoing SIDP gap analysis • That the final overarching revised GLLEP pipeline is endorsed and published by the Board in June
23/05/2021	LEP Board	<ul style="list-style-type: none"> • The revised delivery plan and additional resources for 21/22 were approved by the LEP Board. In line with scheme of delegation the delivery of plan is delegated to the LEP CX. • The Pipeline can be published and responses sent to all applicants.
29/06/2021	LEP Board	<ul style="list-style-type: none"> • Endorsed the priorities of the ESAP as outlined in the Action Plan.

Paper 3 - Report on 2020/21 LEP Finances

Publication	Public Paper (published)					
Meeting date:	30th July 2020					
Agenda Item:	3					
Item Subject:	Report on 20/21 LEP Finances					
Author:	Finance and Audit Committee					
For:	Discussion	X	Decision	x	Information	X

1 Summary

- 1.1 The Finance and Audit (F&A) committee met on the 8th June 2021 to review, in detail the year end finances for the period 20/21. The following paper and paper 3.1 is intended to provide an overview of the audited Greater Lincolnshire transactions for the 2020/21 financial year. Please note these are still currently in **DRAFT** form as there are some slight adjustments to be made following further review from the Accountable body and Auditors.
- 1.2 The LEP continue to operate a number of reserves allowing them to respond to operational pressures and deliver against their agreed business plan priorities. The Finance and Audit Committee continue to support and advise the LEP board through our work with the Accountable Body in the areas of governance and delivery by providing scrutiny, advice and recommendations on a variety of policies and procedures and ensuring the correct systems and procedures are followed in transactional operations
- 1.3 The audits scope for the 20/21 period looked into governance and decision making arrangements with a full walkthrough on a selected Single Local Growth Fund project.
- 1.4 The board is asked to approve the recommendations made by the Finance and Audit committee.

2 Recommendations from the Finance and Audit Committee

- 2.1. Following scrutiny from the committee and external audit feedback the committee make the following recommendations to board:
 - Approve the delegation to the F and A Committee Chair and LEP Board Chair to review and sign off the final version of the financial report following agreed adjustments in preparation for incorporating into the Annual Report for AGM sign off.
 - Interest gained on the Core Funding and Single Local Growth Fund of £83,424 to be held on reserve for future allocation on identified activity.
 - Interest of £26,577 gained on cash balance 2 to be placed back in the loan fund for future use as per the cash Balance and reserve policy.

3 Annual Financial Statement

- 3.1 The LEP Annual Report 2019-20 will incorporate a Financial Reporting section. Therefore the key highlights, progress and activity will be reported fully in this report which will be available for the LEP AGM.
- 3.2 **Paper 3.1** provides a draft summary of all income and expenditure through the LEP in the last 12 months resulting in a summary position on all cash balances.

3.3 This follows a similar format to inclusions in the end of year report. Given the level of information it is recommended that the Board should publish the statement as a separate document and also include summary information within the Annual Report.

4 Audit

4.1 Duncan & Toplis conducted an audit on all the LEP finances detailed above and presented their findings to the F&A committee who agreed their original scope. A summarised final version of the report will be published on the website following the final recommendation by the F and A committee.

4.2 The agreed scope of the work to be carried was:

- Review of annual financial reports for the year ended 31 March 2021 for the purpose of providing an opinion on whether these reports are a fair presentation of the activity for the financial year.
- Review the company wide processes of the GLLEP to ensure compliance with LCC policies, grant agreements and financial regulations.
- Perform a systems walkthrough of the selected project Lincoln Medical School.

4.3 Based on the work carried out, the DRAFT report considered by the F and A committee found that the financial records are properly kept and are in compliance with the requirements of the funding. The financial report prepared by GLLEP is a fair representation of the financial activities and the financial position of the GLLEP as at 31 March 2021.

4.4 The F and A committee considered the detailed findings and a summary from the auditors are as follows:

- No significant errors were found from our review of the financial reports for the year ended 31 March 2021.
- The income and expenditure recorded in the financial reports are consistent with the accounting records held.
- Appropriate explanations were provided to explain the use of the GBF “offset” in the year which are not reported within the income and expenditure figures for the financial year.
- From our sample of income and expenditure across all main funding streams there appears to be adequate accounting records in place and all transactions tested were accurately recognised in the correct period.
- Based on our sample the systems and controls described to us as being in place were observed to be being applied correctly.
- Sufficient controls are in place for ensuring project funding is being spent in line with LCC policies, grant agreements and financial regulations.
- As with last year it is understood that due to time constraints and given that March 2021 expenditure is estimated in some circumstances, claims for the quarter ended 31 March 2021 were not initially reviewed to the same standards as for the other quarters. However, there are procedures in place to ensure subsequent reviews are undertaken with regard to the final quarter.
- Interest received was calculated accurately in accordance with LCC procedures and interest rates.
- Differences were found between the closing cash reserve balances per the accounting system and those recorded in the financial reports, with the balances in the accounting system being higher than the financial reports. These

differences are being investigated by the GLLEP with the help of the LCC Finance Team.

5 Cash Balance discrepancy

5.1 As highlighted above the overall finances of the LEP are in good standing however the Accountable Body (AB) had identified and reported to the auditor a discrepancy in the cash balance totals recorded on LCC's Financial system and the figure reported in the closing financial statements. Both the AB and Auditors agreed to investigate further and make adjustments to the draft reports as required. Investigation is still on-going as LCC move to close down the final accounts.

5.2 The cash balance reported on the LEP annual statement amounts to £7,151,853 however the Cash Balance identified on LCC Accounts is £7,446,736 resulting in a difference of £294,883.

5.3 Early investigation has identified the following discrepancies:

- Page 2 of the annual statement reports grant expenditure of £164,772 to Bomber Command. This is incorrect as effectively this expenditure had already been expended as loan and this transaction was simply a conversion from Loan to Grant. The reduction in Loan funding has been correctly applied. The result of this will be an increase in the cash balance reported to £7,316,625.
- Interest gained on the LEP finances amounted to £110,001. This has been correctly applied on the annual statement however was calculated as an estimate on the LCC cash Balances and therefore has been overstated and an adjustment of £30,992 will be actioned on the LCC cash Balance.
- As part of year end procedures the majority of LEP income and expenditure is transferred to the balance sheet. In 20/21 period transfers of £58,316 were incorrectly applied and therefore an adjustment will be made on the LCC cash balances to adjust.
- There remains a small discrepancy of £40,803 which is still being investigate but at less than 1% of the overall cash balance is not considered material.

5.4 It was agreed at the F and A committee that the AB and auditor would report back on the discrepancy (via written procedures) and adjust reports accordingly. Given there is still the small discrepancy of £40K we recommend that the board give delegated responsibility to the F and A Chair and LEP board Chair to finalise the finance statement to align with the reporting timeframes of the AGM.

6 Interest

6.1 Any deposits held within the Council's cash balance, that it holds on a daily basis, on behalf of another body or party is allocated interest at a daily average yield rate, compounded quarterly over the year. Gross interest is detailed below:

Cash Balance 1	Core Funding, Reserves and other cash balances	£7,400
Cash Balance 2	Growing Places Fund (Invest to grow)	£26,577
Cash Balance 3	Single Local Growth Fund	£76,024

- 6.2 As per the agreed interest policy it is recommended that deposits for Cash balance 1 and 3 be held on core reserve for future activity and interest on cash balance 2 be held on the Invest and Grow reserve.



GREATER LINCOLNSHIRE LOCAL ENTERPRISE PARTNERSHIP LIMITED

(A COMPANY LIMITED BY GUARANTEE)

Registered number: 09223395

ANNUAL FINANCIAL SUMMARY
FOR THE YEAR ENDED 31 MARCH 2021

DRAFT

COMPANY INFORMATION

DIRECTORS (at year end)

Pat Doody (Appointed as Chair 01 March 2020)
Colin Davie
Rob Waltham
Debbie Barnes
Dean Fathers
Craig Leyland
Debbie Barnes
Zoe King (Nee Easey)
Sarah Louise Fairburn
Gary Headland
Nick Worboys
Yvonne Adam
Alison Ballard
Alric Blake
Phillip Jackson
Suraya Marshall
Darren Cunningham
Julian Free
Cllr Oliver Hemsley
Andrew Hunter
Mandy Watson

DIRECTORS (in period)

Mary Stuart (Term ended 8th December 2020)
Chris Baron (Term ended 8th December 2020)
Richard Metcalf (Term ended 8th December 2020)
Dean Fathers (Further term of 3 years to July 2024)
Suraya Marshall (co-opted - extended to August 2021)
Darren Cunningham (19th January 2021)
Julian Free (26th February 2021)
Cllr Oliver Hemsley (20th March 2020)
Andrew Hunter (26th February 2021)
Mandy Watson (6th November 2020)

COMPANY SECRETARY

Wilkin Chapman LLP
The Maltings,
11-15 Brayford Wharf E,

	Lincoln LN5 7AY
ACCOUNTABLE BODY	Lincolnshire County Council County Offices, Newland, Lincoln, LN1 1YL
REGISTERED NUMBER	09223395
REGISTERED OFFICE	Greater Lincolnshire LEP County Offices, Newland, Lincoln, LN1 1YL
Auditors	Duncan & Toplis 4 Henley Way Doddington Road Lincoln LN6 3QR

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Introduction

This financial report is intended to provide an overview from the Accountable Body of the audited Greater Lincolnshire transactions for the 2020/21 financial year.

The LEP continue to operate a number of reserves allowing them to respond to operational pressures and deliver against their agreed business plan priorities. This was of particular importance in response to the COVID-19 pandemic.

We continue to support the LEP in the areas of governance and delivery by providing advice and guidance on a variety of policies and procedures and ensuring the correct systems and procedures are followed in transactional operations.

The responsibilities on the Accountable Body for proper use of all Government grant monies discharged to the LEP are significant, and as such we have ensured that governance and decision making arrangements (via the LEP's Local Assurance Framework) are sound and that respective responsibilities and accountabilities of the LEP and the Council are clear.

We work on a number of different funds on behalf of the LEP including, operating budgets, grant programmes, specific activity pots and various cash balances.

The LEP received over £34million of funding within the year including its core funding allocation of £500k and the Last tranche of £18.1 million of Single Local Growth Fund following a successful annual conversation sign off. This also saw the first of 2 £12.9million payments for the Getting building Fund. Expenditure amounted to £37.6 Million seeing a decrease in the year end cash balance.

The LEP Annual Report 2020-21 will incorporate a Financial Reporting section. Therefore the key highlights, progress and activity will be reported fully in this report which will be available for the LEP Conference/ AGM.

INCOME AND EXPENDITURE FOR THE YEAR ENDED 31 MARCH 2021

FINANCIAL SUMMARY 2020/21

<i>INCOME</i>	<i>Note</i>		<i>20/21</i>		<i>19/20</i>
Core Funding	1	£	575,000	£	500,000
Other Core contributions	1	£	564,387	£	246,854
Department of Transport		£	-	£	-
Invest and Grow	3	£	242,511	£	283,906
Business Investment Fund	5	£	126,242	£	-
Single Local Growth Fund	6	£	18,492,802	£	6,936,511
Getting Building Fund	7	£	12,900,000		
Growth Hub	8	£	246,000	£	246,000
Brexit		£	-	£	364,578
EU Transition/Peer Network/Uplift	8	£	769,819	£	-
Interest Received	9	£	110,001	£	162,107
Total Income		£	34,026,762	£	8,739,956

<i>EXPENDITURE</i>	<i>Note</i>		<i>20/21</i>		<i>19/20</i>
Core Funding	1	£	595,494	£	488,712
Other Core contributions	1	£	520,530	£	170,453
Department of Transport		£	-	£	-
Invest and Grow	3	£	164,772	£	-
Feasibility	4	£	24,286	£	29,612
Business Investment Fund	5	£	262,856	£	1,183,344
Single Local Growth Fund	6		22,092,197		6,809,606
Getting Building Fund	7	£	12,900,000	£	-
Growth Hub	8	£	246,000	£	246,000
Brexit		£	-	£	364,578
EU Transition/Peer Network/Uplift	8	£	769,819	£	-
Total Expenditure		£	37,575,954	£	9,292,305

BALANCE SHEET FOR THE YEAR ENDED 31 MARCH 2021

The closing year cash balances as per the agreed policy are:

	<i>Note</i>		<i>20/21</i>		<i>19/20</i>
Core Reserve	1	£	695,243	£	306,417
Other cash balances	1	£	1,468,434	£	727,973
Capacity 2 Fund		£	-	£	-
Feasibility Fund	4	£	-	£	225,866
Invest to Grow Fund	3	£	3,195,537	£	3,454,114
Business Investment Fund	5	£	1,499,541	£	1,636,154
Single Local Growth Fund	6	£	183,097	£	3,776,764
Interest Received	9	£	110,001	£	162,107
Total		£	7,151,853	£	9,982,978

Long term loan investments		£	4,135,228	£	4,300,000
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

- Net spend on the account is £ 3,549,192

	£
Core Cost net spend	20,494
Other Core contributions	(43,857)
Invest To Grow payback	(77,739)
Feasibility Fund drawdown	24,286
Business Investment Fund drawdown	136,614
SLGF	3,599,395
GBF	
Gross Interest	(110,001)
Net spend	3,549,192

The following notes provide more detail on the values shown on page 1.

Note 1: Core Funding

Within year £1.139m of Income and £1,116,024 Expenditure as detailed below:-

AREA - DESCRIPTION	INCOME (£)	ACTUAL SPEND (£)
Core	575,000	655,238
LEP Review Monies	-	5,010
Skills Employment Manager	-	45,481
Greenborough Management Fee	-	27,500
Skills Advisory Panel	75,000	43,172
EM Ambassador Network Grant	53,000	14,432
Enterprise Co-ordinator	150,097	141,467
Enterprise Co-ordinator Kickstart	-	5,618
EM Manufacturing Grant	-	65,484
Career learning balance (payback)	-	28,273
Future Proofing Coastal Tourism	286,290	84,349
TOTAL	£1,139,387	£1,116,024
Management Fee transfers from CB2/3	£405,924	

£405k of income received on SLGF,GBF and BIF has been classed as spent on other LEP programmes but effectively moved to Core reserve for use on agreed core activities.

Note 2: Match funding (including voluntary board contribution)

There is a requirement for the LEP to match fund £250,000 of the core budget with a further £250,000 of match funding. Analysis has shown that match funding of £274,754.57 has been achieved supporting the delivery of the LEP core function.

These costs are made up of:-

- | | |
|---|--------------|
| • Board Directors Voluntary Time (Equivalent Value) | £ 31,271.86 |
| • LCC officer support (Non Accountable Body) | £ 227,808.69 |
| • Economic data sets | £ 15,674.02 |

Note 3: Invest and Grow

The balance as at 1st April 2020 was £3,511,023 (with applied interest).

Loan interest received in period was £192,511. A loan repayment of £50,000 was made by Lincolnshire Bomber Command following agreement by board to adjust the loan agreement and provide some of the existing loan (£164,772) as grant funding.

£393,225 of the loan fund was repurposed to form part of the Covid Recovery Fund.

This resulted in a decrease of the loan fund (not including cash balance interest) to £3,195,537. Of this £1,908,428 has currently been retained for Loan and £1,287,109 has full flexibility.

Long term investment Loans as at 31st March 2021 amounted to £4,135,228 as follows:

- £3,500,000 - Chestnut Homes - Boston Quadrant
- £635,228 - The Lincolnshire Bomber Command Memorial.

Note 4: Feasibility Pot

The total feasibility pot at the beginning on the financial year was £225,866.

Overall 12 contracts were awarded with a contracted value of £802,670 providing £339,585 of grant. A final payment was made within 20/21 to the value of £24,286.

The feasibility funds concluded with a final spend value of £509,110 releasing £239,558 grant.

The resulting underspends and uncommitted grant totalling £201,580 was transferred to contribute the Covid recovery Fund.

Note 5: Business Investment Fund

The Greater Lincolnshire Growth Fund was launched in October 2017 and here has been significant interest in the fund. The fund is promoted through the Greater Lincolnshire website and administered through a contract with Greenborough Ltd (Business Growth and Project Management service). Within 2020/21 the programme held 7 projects contracts:

Company	Location	Project Summary	Grant
Tong Engineering Ltd	Spilsby	To create a new production facility, enabling the company to consolidate their two existing sites in to one; safeguarding the future of the company by ensuring the business meets its growth aspirations.	£500,000
SDG Access Ltd	Navenby	To build a new bespoke business premises, enabling the company to consolidate their two existing sites in to one; safeguarding the future of the company by enabling the company to deliver against their growth aspirations	£151,346
Wolds Manufacturing Services Ltd	Louth	To build a new manufacturing facility, enabling the company to significantly improve production efficiency ensuring they have the capacity to meet increasing customer demand and deliver against future growth plans.	£327,653
WISE Software Ltd	Saxilby	The company will develop a 'goods to picker' warehouse automation system, a new robotics arm to their software business.	£218,806
PackAcre Limited	Hemswell Cliff	To build a new warehouse facility and the development of an Innovation centre at Hangar 2, Caenby Corner Industrial Estate.	£500,000
Genfrost UK Limited	Boston	The project is to get Genfrost ready for expansion and growth and be primed ready to exploit new market opportunities. The project is split in to 2 elements. Element 1 involves developing the office block to take on more staff and element 2 sees the investment in significant capital equipment to ramp up manufacturing.	£340,000
Total grant award			£2,037,805

Costs within the year amounted to:

- Management Fee - £30,000 (covered by CB1 - 27,500 and CB2 2,500)
- Grant Payments - £260,356

To date £1,551,701 of grant has been paid out to the above contracts.

- SDG Access Ltd £151,346)
- Wolds manufacturing Services Ltd £327,653)
- Tong Engineering Ltd £500,000)
- Orderwise - Wise software Ltd £218,806)
- ParkAcre £4,190
- Genfrost £203,464
- SBS Ltd £131,242*

*There is currently a process in place to reclaim the project grant proportion of this money (£126,242) due to non-completion of contract. The money have been accrued in this financial year but not yet received.

- Continued management fee has been paid to Greenborough Ltd totalling £102,500.

The programme is currently closed for applications and has a further expected spend of £664,846. This means there remains £882,195 unallocated against the programme.

Note 6: Single Local Growth Fund

Within the year we received our fourth tranche of growth deal monies to the sum of £18,153,052. The table below shows h the total programme in year spend of £23.9million and how this was distributed across the growth deal projects.

PROJECT NAME	Single local Growth Fund
Boston Quadrant	£36,374
Grantham Southern Relief Road	£5,238,112
Unlocking Rural Housing	£90,000
Skegness Gateway	£528,331
Northern Junction Roundabout	£2,595,621
Agri-food Centre of Excellence	£1,288,320
Sleaford Growth Project 2	£124,879
Lincoln Medical School	£497,500

Access to Employment Zones 1	£1,267,213
Access to Employment Zones 2	£1,137,427
Advanced Engineering R and D Centre	£36,099
Centre for Rural Health	£1,250,675
Gainsborough Growth Phase 2	£2,747,000
A46-A15 Riseholme roundabout	£1,678,833
Huttoft	£112,076
Sleaford Growth Project 1	£687,647
Europarc Food Enterprise Zone	£716,766
Scunthorpe Town Centre	£85,000
DTLA	£2,015,376
South Humber Infrastructure Investment Programme Phase 2	£200,000
Skills Programme	£500,000
Borderville	£955,654
Due diligence costs	£151,106

The programme this year has been paid for by £18.153 of Grant, £3.939m of repaid monies and £1.847 of offset.

Note 7: Getting Building Fund

Within the year we received 50% of our Getting Building Fund allocation to the sum of £12,900,000. The table below shows how the monies were distributed across projects. £2,736,583 has been spent on contracted projects and management fee. £10,163,417 was spent on an LCC capital project as part of our freedom and flexibilities to enable the security of the monies to spend on the LEP projects in 21/22.

PROJECT NAME	Contracted Grant	Spent in 20/21
South Lincolnshire FEZ Phase 2	£6,367,839	£1,178,579
Centre of Rural Health	£1,300,004	£1,300,004
Lincoln Science and Innovation Park (Phase Two)	£1,838,170	£0

Skills Capital Investment Programme	£7,899,175	£0
Killingholme Marshes Drainage Scheme (KMDS) - ABL Marine Energy Park	£4,328,032	£0
Lincoln Science and innovation Park phase 2	£3,430,090	£0
Greater Lincolnshire Cycle Programme	£2,216,860	£0
Management Fee	£258,000	£258,000
Total Programme	£25,800,000	£2,736,583

Note 8: Growth Hub

The Greater Lincolnshire LEP secured £246,000 of revenue funding from BEIS to continue the operation of the Growth Hub (GH) service during 2020-2021. In addition the GH received and spent supplementary Grant Funding and EU Transition Business Readiness Grant Funding to the value of £769,819.

The main focus for the Business Lincolnshire Growth Hub for the first 6 months of 2020-21, was to provide an emergency response and information signposting service and implement a number of measures to support businesses in response to COVID-19. As the COVID response moved towards recovery, work focussed to support the GLLEP in finalising the mid-term recovery plan which provides a strategic framework for the next 3 to 5 years and implementing measures to support businesses implementing recovery activity. This was made possible due to the supplementary funding provided from BEIS.

The Business Lincolnshire Growth Hub has continued:

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

A detailed report on Growth Hub activity will be submitted to government on the 4th June 2020.

Note 9: Interest

All interest has been applied as per the cash balance and interest policy.

Any deposits held within the Council's cash balance, that it holds on a daily basis, on behalf of another body or party is allocated interest at a daily average yield rate, compounded quarterly over the year.

Cash Balance 1	Core Funding, Reserves and other cash balances	£7,400
Cash Balance 2	Growing Places Fund (Invest to grow)	£26,577
Cash Balance 3	Single Local Growth Fund	£76,024

Note 10: Cash Balances

As recommended by the Finance and Audit Committee and agreed by LEP board the Accountable Body will hold three distinct cash balances on account. The table below shows the closing cash balances for the year 20/21 (this includes the interest from above)

Cash Balance 1	Core Funding, Reserves and other cash balances	£2,247,101
Cash Balance 2	Growing Places Fund (Invest to grow)	£4,721,655
Cash Balance 3	Single Local Growth Fund	£183,097

The total cash balance as at 31st March 2021 held on behalf of the LEP by the Accountable body is **£7,151,853**.

END

NB - Areas where adjustments are to be made

GREATER LINCOLNSHIRE LEP RISK REGISTER

PROJECT / AREA	RISK DESCRIPTION	CONSEQUENCES OF RISK	CURRENT PROBABILITY	MITIGATING ACTION	IMPACT AFTER ACTION	REVIEW DATE	OWNER	COMMENTS	STATUS
LEP Review	Time scale that Review is undertaken and outcome	GLLEP reduced influence locally, loss of staff/Boards Directors and a model that is sub optimal for Greater Lincolnshire	Possible (3)	Monitoring the policy closely through local partners and stakeholders	Medium (3)	September 2021	Ruth Carver	Review again in 3 months	Open
GL LEP Delivery	Loss of confidence in LEP delivery	Factors such as reduced staff capacity or loss of funding or partner contribution lead to a lack of delivery of LEP programmes and targets	Likely (4)	Ensure LEP is focused on a particular range of deliverable actions and critical success factors Delivery Plan 2021 Utilise overarching strategies to set clear objectives and targets for the LEP.	Medium (3)	December 2021	Halina Davies	New LEP vacancies advertised. Review again at end of year	Open
Growing Places Fund	Loan not being repaid by projects	A loan not being repaid impacts on GLLEP's ability to fund other projects through the Growing Places Fund - which has a knock on effect on project delivery.	Highly Unlikely (1)	Processes need to be put in place to mitigate the impact of a delay in loan repayments or non-repayment of loan.	Minor (2)	December 2021	Halina Davies	Pinch-points identified and discussions underway to secure interim capacity. Some re-balancing of responsibilities in place. Framework contracts in place for recurring specialist support. Bids in for additional specialist support.	Open
Risk Management	Lack of risk management has consequences for the LEP.	Lack of risk management leads to a lack of identification of issues in the strategic and operational planning of the LEP and consequent reduction in the delivery of programmes.	Highly Unlikely (1)	Maintain the risk register. Identify a risk management cycle including risk identification, assessment and reporting to the Board.	Minor (2)	December 2021	Kate Storey	Pinch-points identified and discussions underway to secure interim capacity. Some re-balancing of responsibilities in place. Framework contracts in place for recurring specialist support. Bids in for additional specialist support.	Open

Growth Deal/Getting Building Fund Programme support withdrawn/reduced by government	Central Government may look at unallocated programme funds nationally in the Autumn comprehensive Spending Review but could potentially also consider contracted schemes	Contracted projects would need to be notified of funding changes and would need to consider whether the schemes can be revised and proceed without support, or if the project has to be delayed/not go ahead. Potential value engineering by project leads.	Unlikely (2)	Key government policy is to grow the economy and encourage greater productivity - Growth Deals and Getting Building fund schemes therefore remain a high priority for delivery and all projects legally contracted	No Impact (1)	December 2021	Halina Davies	Regular contact with BEIS on existing programmes would highlight if this risk is likely to increase	Open
Staff Capacity	Staff resources are not adequate to deliver the LEPs remit	Reduced or inadequate staffing levels cause reduced productivity of the LEP and a failure to meet targets.	Possible (3)	Maintain a planned and focused LEP delivery and resource allocation through the Operations Plan. Manage staff and HR in a professional manner to benefit staff conditions. Outsourcing is fully assessed and used when necessary. Maintain good relationships and resource provision arrangements with Local Authorities.	Minor (2)	December 2021	Ruth Carver	Additional finances identified by LEP Board for LEP core and new staff posts are soon to be advertised. Review again at the end of the year	Open
Funding	Changes to LEP boundaries reduces the amount of ESFA funding available (as it is linked to ESF / ILRs)	Unable to draw down funds until geography issue resolved. Future funding is reduced.	Unlikely (2)	Early decision on boundaries. Early assessment of funding implications.	Medium (3)	December 2021	Clare Hughes	Review at end of year	Open
Growth Deal/Getting Building Fund Project Slippage	Delays in project/programme delivery.	This would impact on delivery of our economic recovery plan and affect our reputation for delivery, which in turn could affect future grant/loan funding.	Possible (3)	Using risk and performance committee to manage existing programmes and projects if necessary Working with projects to overcome barriers to delivery. Reallocate funding to other projects on the project pipeline.	Medium (3)	December 2021	Halina Davies	Robust planning and prioritisation can reduce the impact. Consistent monitoring of projects in place Strong Pipeline of projects in place	Open
Covid-19 Pandemic and other economic shocks	Effect of Pandemic on LEP resources and workload	Additional workload for LEP staff with no extra resources, LEP Staff being asked to assist in other areas, current priorities being pushed back due to pandemic	Likely (4)	LEP Team all working together to cover all workload demand Review of Financials to respond to impacts of Pandemic Partnership working with Key stakeholders	Major (4)	December 2021	Ruth Carver	New posts within LEP Team are being advertised to help with pressures. Review again at the end of the year	Open

Equality and Diversity	Ensure that the Equality and Diversity Action Plan is fully embedded into all LEP Activity.	Lack of compliance could result in poor representation of the company in the public and business community and also not providing equal opportunities for existing staff, new recruited staff and board members and visitors	Unlikely (2)	Reviewing the Equality and Diversity plan regularly and making any changes promptly	Minor (2)	February 2022	Ruth Carver	Integrated programme plan has helped identify pressure-points, and additional temporary capacity has been secured. N and NE Rutland and Lincolnshire to form Greater Lincolnshire. Transition plan being discussed - first meeting held with Humber LEP CX and their Accountable Body	Open
IT System	Loss or reduction of IT systems	Complete failure or reduction of IT system would make LEP operations extremely difficult as all systems are IT based.	Possible (3)	Maintain and oversee contract with IT provider. Ensure compliance with regulations. Provide, where possible, adequate backup systems. Utilise technology to lessen risk	Medium (3)	July 2022	Kate Storey	The impact is Major if it happens, but it is Highly Unlikely if we maintain current practice and discipline.	Open
Change of National Policy	A political change in policy caused by election or other political event at both national and local level provides difficult circumstances for LEP operation.	Change in policy leads to diminished support and finance available for LEPs	Possible (3)	Embedding LEP activity into national and local political landscape and economic environment. Planning ahead to predict and respond to the changes. Maintain a reflection of national policy in LEP programmes.	Minor (2)	July 2022	Ruth Carver	It is always possible, so the best we can do is track it and have contingency plans up our sleeve.	Open
Stakeholder and Partner Risk	Partnership breakdown - lessened engagement and support from a wide range of stakeholders.	LEP becomes less effective in achieving its objectives through a partnership approach.	Unlikely (2)	Ensure relationship with partner is good. Identify high and low risk partnerships. Operate systems to maintain relationships To learn from good partner relationships	Minor (2)	July 2022	Ruth Carver		Open
Formal documentation	Annual delivery Plan and/or LIS not fit for purpose	Lack of compliance Additional effort required Funds held back	Highly Unlikely (1)	Track trailblazers and emerging guidance. Close liaison with government colleagues to maintain correct focus.	Minor (2)	July 2022	Ruth Carver		Open

Reputation and Brand	Loss of Brand Quality and Reputation.	Poor brand and communication management leads to loss of good profile. Leads to less finance being secured by the LEP. LEP fails to utilise communication opportunities.	Highly Unlikely (1)	Develop a Communications Strategy Promote good communication both internally and externally as a mitigation factor for all other risks.	Minor (2)	July 2022	Kate Storey	Core team are all specialists in their own field, so participation / attendance in the various working groups tends to be fragmented / individual	Open
Other concerns	Delivery is king, a key performance criterion, but the LEP doesn't directly deliver anything.	Adverse assessment in annual performance review. Funding withheld. Overly-conservative programming.	Possible (3)	Maintain close working relationship with BEIS reps. Agree improvement plan. Maintain regular and robust engagement with projects. Provide robust evidence of performance against improvement plan targets.	Medium (3)	July 2022	Halina Davies	Important to understand if covid or brexit impacts on project delivery will be taken into account by government	Open
Relationship with Accountable Body	The relationship between LEP and Accountable Body becomes difficult.	Less effective management of LEP finances and in worst case a failure to release funds for LEP operations, Financial processes and release of finances cannot be agreed.	Highly Unlikely (1)	Maintain good communication and processes between LEP and Accountable Body which minimise any risk in the financial managements process.	Minor (2)	July 2022	Kate Storey	Programme plan now captures all workstreams & main tasks, plus the dependencies between them. Additional capacity brought in to help with ADP, Annual Report, project pipeline, comms & engagement. Some rebalancing of tasks to give core staff a clear run at key times. Duplications now better understood, and tasking clarified.	Open
Programme management	Failure to maintain proper version control on documents	Confusion and mis-information. Wasted effort Loss of credibility / reputation	Possible (3)	Establish a shared workspace on a suitable collaboration site (e.g.. SharePoint, IMP) Hold all master versions of draft and final documents in shared workspace. Share links to master versions rather than emailing as attachments.	Minor (2)	July 2022	Kate Storey		Open

VAT	VAT advice changes to suggest the LEP is required to pay VAT on transactions	Reduced overall core funding available.	Unlikely (2)	Continue to monitor how transactions occur and relationship with accountable body. Maintain professional advice from Accountants.	Minor (2)	July 2022	Kate Storey		Open
Evidence	Failure to secure sufficient data of the right quality to carry out meaningful analysis (e.g.. businesses, skills)	Lack of compliance Additional effort required Funds held back	Unlikely (2)	Identify data requirements. Map data sources and gaps. Identify actions required to plug gaps.	Minor (2)	July 2022	James Baty	We can't change the likelihood, but we can have alternative plans in place to reduce the local impact.	Open
LEP Mergers	Loss of independence through LEP merges.	That merger with other LEPs leads to a decrease in the economic benefits that Greater Lincolnshire currently receive through the existing GLLEP structure.	Unlikely (2)	Maintain a leading role and good profile with government to ensure best positioning. Maintain open and positive dialogues with neighbouring LEP Partners to ensure good relationship exists to build upon if merger occurs.	Minor (2)	July 2022	Ruth Carver		Open
Data Protection	Protection of Data is compromised.	The LEP breaks Data Protection Laws and becomes liable to legal challenge over malpractice.	Highly Unlikely (1)	Maintain strict adherence to all aspects of recommended Data Protection Act measures and other relevant legislation and processes.	Minor (2)	December 2022	Kate Storey		Open
Accountable Body	Chosen accountable body refuses to take the role	Lack of compliance, funds held back, additional time, efforts and cost required to secure a solution	Highly Unlikely (1)	LEP to work closely with the preferred body to address any potential barriers. LEP to identify others suitable options that may be willing to operate as accountable body.	Minor (2)	N/A	Ruth Carver	Legal personality issue resolved.	Closed

Accountable Body	LEP Board refuses to accept the proposal that LCC continues as the single accountable body.	Lack of compliance, funds held back, additional time, efforts and cost required to secure a solution	Highly Unlikely (1)	Secure early Board agreement to LCC continuing as the accountable body.	Minor (2)	N/A	Ruth Carver	Agreed by the Board on 25th January	Closed
Local Assurance Framework	LEP Board rejects roles & responsibilities	Lack of compliance	Highly Unlikely (1)	Ensure that roles & responsibilities align with NAF	Minor (2)	N/A	Ruth Carver	Review and sign off by S151 Officer	Closed
Local Assurance Framework	Delays to publication of National Assurance Framework delay sign-off and implementation of LAF	Puts additional pressure on staff when other priorities are pressing.	Highly Unlikely (1)	As soon as NAF is published, extract all actions to the programme plan. Commission an Internal Audit review of compliance and produce a RAG-rated action plan.	Minor (2)	N/A	Linsay HillPritchard	Roles & responsibilities will be in line with NAF	Closed
Local Assurance Framework	LEP and accountable body cannot agree on roles & responsibilities in line with the new NAF.	Lack of compliance, funds held back, additional time, effort & cost required to get it rewritten and approved.	Highly Unlikely (1)	Establish an officer working group to ensure that there is ongoing discussion on roles and responsibilities.	Minor (2)	N/A	Ruth Carver	NAF published and all requirements logged on the programme plan. Internal Audit review completed and RAG-rated action plan supplied	Closed
Legal Personality	Accountable Body and LEP fail to agree on the transfer of staff, or staff are not willing to transfer across to the incorporated body.	Lack of compliance, funds held back, additional time, efforts and cost required to secure a solution	Highly Unlikely (1)	Establish a working group to explore the options and make recommendations. Take Legal advice on the pros & cons of each option and advise on the best way forward	Minor (2)	N/A	Ruth Carver	Legal personality issue resolved	Closed
Legal Personality	Working Group or Board fail to agree the direction of travel in the options paper.	Lack of compliance, funds held back, additional time, efforts and cost required to secure a solution	Highly Unlikely (1)	Establish a working group to explore the options and make recommendations. Take Legal advice on the pros & cons of each option and advise on the best way forward	Minor (2)	N/A	Ruth Carver	Legal personality issue resolved	Closed
Scrutiny and Assurance	Failure to agree the revised Articles	Lack of compliance, funds held back, additional time, effort & cost required to get it rewritten and approved.	Highly Unlikely (1)	Engage Legal advice to help rewrite the Articles and provide assurance.	Minor (2)	N/A	Ruth Carver	Agreed by the Board on 25th January	Closed
Board Composition	Defined term limits - Failure to agree appointments	Lack of compliance with government requirements, additional effort required to recruit replacements	Highly Unlikely (1)	Appointments committee to make recommendations to the LEP Board if necessary.	Minor (2)	N/A	Ruth Carver	New arrangements agreed	Closed
Board Composition	Recruitment & appointment process becomes protracted.	Lack of compliance with government requirements	Highly Unlikely (1)	Revised Local Assurance Framework introduced a new process which can deliver in much shorter timescales.	Minor (2)	N/A	Ruth Carver	New arrangements agreed	Closed
Board Composition	Insufficient candidates with the right gender mix are interested in joining the LEP Board.	Lack of compliance with government requirements, additional effort required to recruit replacements	Highly Unlikely (1)	Continuous improvement of the recruitment process and communications. Consider the use of local head-hunters.	Minor (2)	N/A	Ruth Carver	New arrangements agreed	Closed
Board Composition	Insufficient volume of private sector candidates of the right calibre.	Lack of compliance with government requirements, additional effort required to recruit replacements	Highly Unlikely (1)	Active engagement with the business community to demonstrate the value of the LEP and encourage candidates to come forward.	Minor (2)	N/A	Ruth Carver	New arrangements agreed	Closed

Paper 5 - Levelling Up in Greater Lincolnshire

Publication	GL LEP Public Paper (published)					
Meeting date:	30 th July 2021					
Agenda Item:	5					
Item Subject:	Levelling Up For Good in Greater Lincolnshire - Scoping Paper					
Author:	James Baty					
For:	Discussion	X	Decision		Information	

Recommendation: To seek input and involvement from the LEP Board into a commission on Levelling up for Greater Lincolnshire.

Overview: This paper sets out the outline for a commission on the research question ‘how can we make our local communities more equitable and level up for good. In Greater Lincolnshire, we want to ensure we identify the scale of levelling up challenge, opportunity and potential contribution to Government’s levelling up agenda. The outcome of the commission will be twofold (1) it will increase knowledge for the board and partners in greater lincolnshire and stimulate the debate and (2) the findings will be used to influence policy locally, regionally and nationally and set out a position on levelling for Greater Lincolnshire. The commission builds on existing research within the Local industrial strategy and the Local Skills Report.

Budget for the commission was approved in May 2021 as a deliverable within the LEP Delivery plan and the Research plan for the year.

Background : The Government are committed to the production of a white paper on Levelling Up in the Autumn. On 15th July the Prime Minister delivered a speech that sought to set out the Government approach to levelling up ahead of the White Paper in Autumn. The speech focussed on High Street Strategy, Infrastructure and focussed strongly on Devolution. The speech also indicated that the term 'levelling up' is still not clearly defined within government but is about ensuring parity of opportunity regardless of where a person was born or lives.

As part of the speech the Prime Minister encouraged places to engage with the Levelling Up Unit. Therefore there is an opportunity for the LEP to consider the levelling up piece through the perspective of our place and people, and demonstrate commitment to Government.

Our initial views and messages within the LEP team on Levelling Up for Good are below for discussion

Purpose and proposed scope - The concept of levelling up is not well defined at present, meaning different things to different people and organisations. In order to provide a coherent and joined up exploring what levelling up looks like in Greater Lincolnshire a carefully considered piece of work needs to be undertaken, taking into account viewpoints of stakeholders across the place. This commission is intended to:

- Summarise the current understanding of levelling up
- Define the scale of the levelling up challenges (and opportunities) within Greater Lincolnshire - as set out locally - and the region’s potential contribution to Government’s levelling up agenda.
- Shift discussion from a narrow focus on funding pots towards unpacking the underlying drivers as to why places and people have been left behind.

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- Position Greater Lincolnshire as a good place for Government to pilot levelling up initiatives.
- Influence the Levelling Up White Paper prior to its publication, and also be used as a platform for bids into the next CSR, future rounds of the Levelling Up Fund, and eventually also UKSPF.

It is proposed that the work will be broken into two parts and will comprise;

- Part one: a definition of the levelling up challenge and opportunity in Greater Lincolnshire, through economic, place and people lenses accompanied by compelling data visuals to illustrate the nature and scale of the levelling up challenge.
- Part two: build out policy principles and interventions to delivering levelling up, co-developed with LEP and stakeholders, culminating in a 'deal for levelling up' with ask and offer approach to interventions.

The LEP team has already made contact with civil servants within the levelling up unit in Whitehall; this work will continue to feed in to conversations with those in the unit. As part of the process, Board Directors and local partners will be invited to share their views and approach to levelling up.

Timing, Resources and Outcomes

This work forms a key part of the Policy and Research workplan for 2021/22, as signed off by Board in May 2021. The total cost of the commission is circa £20,200, which includes a think piece/discussion paper, workshops, drafting, provision of data visual platforms, a review of existing interventions and provision of a final report.

Results will be fed in to GLLEP board during the process, with a draft paper and discussion recommended for board in August.

The outcomes from the work will be:

- A c20 page Levelling up paper which can be presented as an outline of a 'Deal for Levelling Up' and as a tool for a mini campaign both nationally and regionally alongside local partners. This will position Greater Lincolnshire as having a well-defined position on levelling up to position as a pilot location for levelling up initiatives in rural, coastal and industrial regions and indicates a willingness to collaborate with Government to deliver the agenda.
- Data visuals to illustrate the scale and nature of levelling up challenge, which can be integrated into future bids.
- Conclusions about what should be done to enable levelling up in Greater Lincolnshire (and by extension in other places). Adopting a cross-systems approach rather than just reviewing what government policies already exist, geared towards what places really need in order to level up, and not just what is on the table currently - ie the scope of what we consider needs to be greater than just the Levelling Up Fund.
- The output from the work should help shape the future LEP work plan, offering a LEP wide case for opportunity to step back from short-term funding pots and bring coordinated long term thinking in for the area.

Paper 5 - Levelling Up in Greater Lincolnshire

NOT FOR PUBLICATION - Our initial views and messages within the LEP team on Levelling Up for Good are below for discussion

We have 5 local authorities within Greater Lincolnshire have been defined as category 1 - highest levels of identified need for the Levelling Up Fund/CRF : Boston, East Lindsey, Lincoln, North East Lincolnshire and North Lincolnshire. There should be a focus on these places, but levelling up means all areas of Greater Lincolnshire.

Levelling up for Good means

- Closing the growing gap
- tackling deprivation hot spots and creating opportunities for today's and future generations
- closing the productivity gap to drive economic growth, prosperity for our communities and social mobility
- Collective, planned actions by local, regional and national partners
- long-term investment by Government = driving lasting change and creating opportunities for future generations
- The stubborn, systemic economic challenges our area faces would mean a co-ordinated response at scale, and commitment from Government to every part of our area is essential if we are to truly deliver on the levelling up agenda

Comprehensive Spending Review (CSR) operating context •

- Planning assumption: 3 year spending review or 1 year (not confirmed)
- Long-standing inequalities - exacerbated by Covid 19; exacerbated by Brexit; exacerbated by cumulative underinvestment over time - £89 Billion underinvestment in Midlands (HMT PESA data 15 years to 2019 comp. UK av in the Midlands Engine Region) •
- Short-term Covid-19 impact and focus on economic recovery - Government has set out intentions via Plan for Growth document and we have responded in our economic plan for growth.
- Forthcoming Levelling Up White Paper - uncertainty remains around key details

Our Approach

- Ongoing engagement with partners and formal engagement at Board, LA CX (place lens), ESAP People lens and LEP Board (economy Lens)
- Develop single document outlining Greater Lincolnshire 'Levelling Up For Good' rationale, evidence base and needs
- Work closely with MHCLG and CLGU, present case to HMT and other Government Departments •
- Find allies and advocates within MP's and third parties
- Key role for Board Directors as ambassadors

Questions for consideration

- Does the board support the outline approach?
- Does the board support the scope and the three lens approach?
- Are there specific groups of partners that need to be more involved?
- What does the board feel the focus should be on levelling up mean for Greater Lincolnshire?

Paper 6 - Greater Lincolnshire Enterprise Adviser Network Progression

Publication	Public Paper (published)				
Meeting date:	30 th July 2021				
Agenda Item:	6				
Item Subject:	Greater Lincolnshire Enterprise Adviser Network				
Author:	Clare Hughes				
For:	Discussion		Decision	x	Information

Recommendations:

- That the LEP board consider the impact to date of the Enterprise Adviser Network
- That the LEP board extend the EAN for an additional academic year
- That the LEP board operate a Career hub for the next academic year
- That the LEP executive seek a solution for longer term match funding locally for years 2 and 3.

Background

GL LEP has been delivering the Enterprise Adviser Network since 2018. The purpose is to increase the focus on careers in schools and Colleges in Lincolnshire, and create opportunities for school children to be involved with business. The team support schools/colleges to work towards national benchmarks (Gatsby Benchmarks) that set a gold standard for careers education, set out by DfE.

The EAN model is a partnership between the LEP, the business community and schools/colleges. LCC is the employer, accountable body and the host organisation. The LEP delivers the programme, and provides the management team and structure. This is DfE's preferred delivery model that that resulted from the work of Lord Young "Enterprise for All" report.

Youth unemployment amongst 16-24 year olds is consistently higher in Greater Lincolnshire than nationally; 3.8% compared to 3.0% nationally pre-pandemic. Working on initiatives such as Talent Match shows that young unemployed people locally often feel there are no jobs available and that there is nothing for them to do.

Statistics show that the more encounters a young person has with the world of work, the less likely they are to be NEET at 19 (not in education employment or training).

Four or more meaningful encounters with an employer or workplace can significantly improve a young person's chance of realising their aspirations and making an informed choice about the future.

Particular challenges across Greater Lincolnshire include:

- NEET numbers
- Rural locations of schools, colleges and communities means that employers sometimes struggle to connect physically and virtually with education;

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- Lack of understanding of the local labour market and the higher level jobs and careers that are available in our game-changing sectors. This is seen in young people, teachers and parents;
- Lack of aspiration amongst some groups of young people, coupled with socio-economic factors faced in some areas of Greater Lincolnshire such as inner-city Lincoln, Skegness, Gainsborough, Boston and some areas of Grantham;
- In some of these areas there is a tendency for young people to 'fall into' seasonal jobs, which, although crucial to the local labour market, do not always encourage young people to realise their aspirations and reach their full potential;
- A high proportion of Forces Families, whereby young people relocate frequently which disrupts their educational experience and interaction with local employers;
- Traditional Grammar School system which has a tendency to encourage Higher Education as the most favourable outcome for young people, rather than going straight into work or an apprenticeship.

The total cost of the model since we established it has been approximately £225,000, with 50% match funding from the LEP, LCC and Districts (£112,000), and 50% match funding (£112,000) from the Careers and Enterprise Company. The team has grown to three enterprise co-ordinators covering around 60 mainstream schools and colleges in Lincolnshire and Rutland.

The programme has also brought in approximately £85,000 of additional grant funding that is being used to pay for careers initiatives to support schools and colleges in the area. The LEP submits a quarterly grant claim that allows us to claim additional monies for staff time spent on the programme (Skills Delivery Manager, Skills Manager, administration costs and LEP CEO time). From 1st September 2018 - 30th June 2021, the approximate value of this is £12,500 in income. This is a combined total of approximately £97,500.

Impact to date

A key metric used to assess the impact of the programme is progress towards the 8 Gatsby Benchmarks, used by DfE to audit the quality of Careers Education nationally. They are a stable careers programme, learning from career and labour market information, addressing the needs of each pupil, linking curriculum learning to careers, encounters with employers and employees, experiences of workplaces, encounters with further and higher education and personal guidance.

Before the programme started on 1st September 2018, 36 out of 62 institutions (58%) completed an audit regularly, and met an average of 1.9 Benchmarks. By 30th May 2021, 48 institutions had completed an evaluation at least once (77%) meeting an average of 3.1 Benchmarks (increase of 1.2). (NB: The national average number of Benchmarks met per institution is 3.9. In order to meet one benchmark, the institution must score 100% against the audit criteria.)

The EAN has also had impact in the following areas locally:

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- Supporting businesses to understand more about the skills and qualifications that young people have when leaving education;
- Supporting businesses to promote their organisation to communities and their local area;
- Facilitating relationships between business and education and supporting programmes such as work experience;
- Raising awareness of careers education and why it is important in schools/colleges;
- Upskilling school staff to be better able to support young people through transition and into the world of work.
- Raising aspirations amongst young people and inspiring the next generation to live and work in Greater Lincolnshire

The EAN has facilitated a number of 'virtual' work experience programmes during the pandemic, which has allowed young people to interact with employers and businesses.

Most recently the team delivered an Online Careers Fair, which was free to access for all schools/colleges in GL. Over 40 employers took part and over 20 schools participated on the day. It is estimated that 4,000 young people participated in the event, as well as school staff, parents and carers.

Proposal for the extension of the EAN

The Skills for Jobs White Paper made reference to the Enterprise Adviser Network, and Government's ambitions to "continue to extend coverage of Careers Hubs to local communities across England, supporting more schools and colleges to deliver worldclass careers education in their area." ([Page 46](#)).

The proposal within this paper seeks approval from the LEP Board to continue the EAN in Lincolnshire and Rutland, and an expansion of the EAN to the whole of Greater Lincolnshire. The expansion includes working with all SEND schools across the area.

The roll-out of a 'Careers Hub' model means that by Year 3, the ambition is to have 6 staff working operationally with schools and colleges, with support from an Operational Lead and Hub Lead. Currently, 3 Enterprise Coordinators work with 22 schools/colleges each. The proposed expansion will allow this caseload to be reduced to 17, meaning more intensive support for teachers and career leaders. For example, more time to dedicate to meetings, conducting audits and monitoring of careers programmes and facilitating events and initiatives with employers.

In terms of Key Performance Indicators and impact measures, it is expected that schools/colleges receiving more support in Year 1 will make quicker progress towards the Gatsby Benchmarks, compared to those that are receiving the current levels of support. The Department for Education will be tracking and monitoring this throughout the course

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of the programme and the 'Careers Hub' will be expected to out-perform the current working model.

Implications for Finance and Resource

To get to full coverage of a Careers Hub across GL, the roll out would take three academic years. Year one match funding of £124,000 has been secured from LCC, North and North East Lincolnshire.

	Staffing	Local Match Required	Ring Fenced Resource for Activity (provided by DfE)	Total income from DfE/CEC
Year 1	1 Hub Lead, 5 Enterprise Coordinators	£124,000 - Secured	£27,000	£219,500
Year 2	1 Hub Lead, 1 Ops Lead, 6 Enterprise Coordinators	c.£155,000	£56,000	c.£300,000
Year 3	1 Hub Lead, 1 Ops Lead, 6 Enterprise Coordinators	c.£165,000	£88,000	c.£364, 000

Year 1 - Total Cost - £343,500 - Secured

- EAN coverage of 109 institutions including all mainstream secondary schools, colleges and SEND institutions
- 35 out of 109 receiving intensive support

Year 2 - Total Cost - £455,000

- EAN coverage of 109 institutions including all mainstream secondary schools, colleges and SEND institutions
- 75 out of 109 receiving intensive support

Year 3 - Total Cost - £529,000

- Coverage of all mainstream schools, colleges and SEND schools, all institutions receiving intensive support

Paper 7 - GLLEP Board Forward Planner 2021/22

Date	Venue	Standing Items	Others
30 th July 2021 at 10.00am	1/4ly	LEP Review update Annual Report 20/21 and financial statement - AC/AO/LHP/AC Scheme of Delegation and Risk Register - RC Chair and CX report Quarterly performance RC	Economic Dashboard - James Baty Game Changing Sectors - update on Humber Freeport and UK Food Valley Simon Bird and RC EAN and Careers Hub - RC and NP
28 th September at 3.00pm	monthly	Chair and CX report	Midlands Engine/Connect priorities - Racheal Greenwood /Maria Machinoses Food Board and the Seafood Sector - Sarah Louise Fairburn MC/SD Energy Council - DB Digital - Zoe King
26 th October at 3.00pm	monthly	Chair and CX report	Manufacturing Board - Darren Joint Defence Board priorities - Julian Free Visitor Economy Board priorities and Tourism Action Plan - Nicky Van der Drift
26 th November at 10.00am	1/4ly	National Budget Chair and CX report Quarterly performance, finance, ADP and programmes Economic Plan Progress and Recovery Fund Proposals JB	Innovation Council - Andrew Hunter Game changing Sectors -