

DRIVING ECONOMIC GROWTH

FOR GREATER LINCOLNSHIRE

ANNUAL REPORT
2020-21

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Our purpose is to improve the lives and opportunities of communities and businesses in Greater Lincolnshire and Rutland

We are a partnership of public, private and education leaders from across Greater Lincolnshire who lead and support economic growth. To find out more visit www.greaterlincolnshirelep.co.uk.

Follow us @GreaterLincsLEP, @businesslincs and through LinkedIn.

www.businesslincolnshire.com is our business support arm and growth hub which offers free advisor consultations, webinars and events, with the latest information, guidance and funding for the business community.

OUR HIGHLIGHTS IN NUMBERS

Our projects and programmes deliver economic growth and support for businesses across Greater Lincolnshire. Contributing substantially to job creation, skills, innovation and growth, and in partnership with government, these schemes have brought positive economic change across our area, and highlight what the LEP has achieved with its combined programmes and investments up to and including 2020-21.

WE SECURED
£123.7M
OF GROWTH
FUNDING FOR
TRANSFORMATIONAL
SCHEMES

WE HAVE
UNLOCKED OVER
£279M
OF ADDITIONAL
INVESTMENT
THROUGH
OUR FUNDING
PROGRAMMES

WE HAVE
ENGAGED WITH
20,000
BUSINESSES
ACROSS THE
GROWTH HUB
PROGRAMME

WE HAVE LED A
SUCCESSFUL
HUMBER
FREEPORT BID
BRINGING 7,000
JOBS AND
£2BN+
INVESTMENT

WE ARE
DEVELOPING A
TOP 10
GLOBAL UK
FOOD VALLEY
CLUSTER

WE HAVE
PROVIDED
5,000
BUSINESSES
WITH 3+ HOURS
OF DEDICATED
SUPPORT

WE HAVE CREATED
3,108
JOBS

WE HAVE
DELIVERED
34
TRANSFORMATIONAL
GROWTH PROJECTS
& PROGRAMMES

WE HAVE
SUPPORTED
2,711
LEARNERS &
APPRENTICES

IMPACT

The Greater Lincolnshire economy is valued at £23.9bn³ having grown by 16% in the last 5 years, with 495,000 employees³ and 40,325 VAT and PAYE registered businesses⁴. This year we have unlocked a further £17.5m of private sector investment, created 639 new jobs, allocated £2m in Business Lincolnshire grants, supported over 1,000 learners and apprentices, and provided 658 business with over 3 hours of dedicated support.

INCREASED INVESTMENT

We have unlocked over £279 million of investment through our funding programmes, delivering and safeguarding thousands of jobs, homes, and learners helping the region bounce back from the coronavirus pandemic and support future growth and investment across Greater Lincolnshire.

CHAMPIONED LINCOLNSHIRE'S BUSINESS VOICE

We have engaged with almost 20,000 businesses across the Growth Hub programme, providing access to business support and convened new routes for business groups to share crucial intelligence with Government on issues such as the impact of Covid-19, EU Exit and future skills challenges.

ECONOMIC LEADERSHIP

In partnership with ABP, four local authorities and the HEY LEP, we are part of a successful Humber Freeport bid. Based around the Humber estuary, the proposal has the potential to create 7,000 jobs and deliver over £2bn to the local economy.

SUPPORTED WORKFORCE

We have worked with many national and regional partners to ensure that programmes meet Lincolnshire's needs. We launched a campaign to support the food sector with recruitment and we were one of the first LEPs to launch online jobs and careers fairs to support new work in sectors experiencing a surge in employment.

- > Economic output of food manufacture is up +30% since 2014 (compared to +10% elsewhere in the UK)⁵
- > Economic output of manufacturing is up +27% since 2014 (compared to +10% elsewhere in UK)⁶

Through our Growth Deals:

- > £123.7m has supported local transformational projects totalling £320m investment.
- > 1,127 direct jobs were created between 2014-2020
- > 631 businesses have been created representing 15% of business growth from 2014-2020

Businesses reached through our Business Lincolnshire Growth Hub:

- > 5,000 businesses received 3+ hours of support representing 12% of all businesses.
- > 1,162 businesses gained a total of £4.2m in grants with additional £8m match funding
- > The Business Lincolnshire website has welcomed almost 250,000 visitors and engaged with 19,627 businesses

FOREWORD FROM THE CHAIR

Our important role is to champion Greater Lincolnshire's economic potential, as a leader, catalyst, and convener, to enable powerful collaborations and to support a dynamic, sustainable, and growing economy.

Whilst this year has been incredibly challenging for our communities and businesses owing to Covid-19, I remain optimistic for the longer-term prospects for our economy and the past year should also give us confidence that we can capitalise on opportunities across Greater Lincolnshire.

We have unlocked £279m of additional partner investment through our funding programmes, delivering and safeguarding thousands of jobs, homes, and learners, and more recently Greater Lincolnshire has secured freeport status for the Humber, developed a UK Food Valley, grown the offshore wind sector, and enhanced our Business Lincolnshire and Team Lincolnshire services to support the business community.

During this period we successfully secured £25.8m from government to accelerate five of our priority projects to include the South Lincolnshire Food Enterprise Zone; the new Centre for Innovation and Rural Health; and more funding for our Skills Capital Investment Programme, and hit a key milestone this year of supporting 5,000 business with more than 3 hours tailored support, representing 12% of all businesses.

We welcomed both North and North East Lincolnshire into the LEP family as full members, alongside Rutland, with all three bringing additional and exciting opportunities through the clean energy, and tourism sectors.

This Annual Report for 2020/21 highlights some of the work we have undertaken across our strategic themes – driving inclusion and skills, business growth and productivity, and promoting our unique offer on a global stage. Read on to find out how we make decisions and meet the Board on page 16. Our website at www.greaterlincolnshirelep.co.uk showcases our impact and work and hosts details of all our decisions and meetings. We have been proud to support businesses through the pandemic and with new recovery plans in place, alongside our game-changing priorities, are looking to a brighter future. Thank you all for your continued support.

PAT DOODY

Chair | Greater Lincolnshire LEP

"Whilst this year has been incredibly challenging for our communities and businesses owing to Covid-19, I remain optimistic for the longer-term prospects for our economy..."



BUSINESS SUPPORT

Business Lincolnshire is our business support arm. Businesses across Greater Lincolnshire have now benefited from more than £6.2m in grants through the combined Business Lincolnshire Growth Hub and Greater Lincolnshire Growth Fund leading to the creation of 1,715 jobs and 600 new businesses since the LEP was established 10 years ago.

As well as grants and funding, businesses can access free, impartial advice and support from the LEP. Since 2014, the team has provided 5,000 businesses with one-to-one advice and support totalling at least 15,000 hours of tailored business support.

Business Lincolnshire advisers offer free visits and are able to support businesses with everything from funding and grants to management and leadership, digital skills and exporting. Our ever growing team now stands at 15 advisors with specialisms from agri-tech and tourism to supply chains.

The Growth Hub offers a free online information portal and telephone helpline, making access to business support straightforward.

Across the year, Business Lincolnshire has supported numerous businesses and tailored programmes including Survive and Thrive: Bouncing Back after Covid-19 to include; guides and resources, funding, webinars and podcasts. Contact Business Lincolnshire to speak to a Business Growth Adviser at www.businesslincolnshire.com.

THE TEAM HAS PROVIDED
5,000
BUSINESSES
WITH ONE-TO-ONE
ADVICE
AND
SUPPORT

CASE STUDY

GRANTHAM BASED HAWKENS GINGERBREAD

swapped their wholesale approach for gift baskets during Covid-19.

How was business before the outbreak of COVID-19?

The business had just closed on its strongest financial year ever; 230% up on the year before, and more outlets than ever were stocking Hawkens Gingerbread, but the Covid-19 crisis meant that their supply chain "collapsed overnight," and owner Alastair knew he'd have to change his strategy to keep his business steady.

How has the business adapted during the pandemic?

Although many of their stockists had stopped trading, Alastair noticed that hamper businesses were seeing an upturn in trade. This busy period was triggered by self-isolation and social distancing, with people sending gifts by post. They launched their Covid-19 campaign

(which was also their first-ever online campaign) at the end of March 2020, and quickly sold more than 400 gift baskets through their new e-commerce store. Alastair also wanted to do some good, so with older people isolating alone in mind, the business donated £5 per hamper to Age UK.

What does the future hold for Hawkens Gingerbread post COVID-19?

Alastair says the digital arm of the business will be much better utilised post Covid-19. "When 85% of our business collapsed around us, one route to market we still had full control over was our website. This posed a great opportunity for us, and from now on our digital presence will be much stronger – our future is very much on and offline."

What would Hawkens Gingerbread say to other businesses looking to offer alternative services or products?

To succeed in a difficult climate, Alastair recommends that businesses stay strong and believe in their product. "If you have a good quality product, stay true to it and find other routes to market. We launched a campaign that turned a negative into an opportunity. This pandemic just shows how fragile our economic reality is but there's still so much growth to be achieved online and I'm really excited about the future."

CASE STUDY

3CATS ACCOUNTS TRAINING

is a Grantham-based adult learning provider that offers training in bookkeeping and payroll with a twist. Unlike most providers, 3CATS delivers training using the “workshop style,” where each student is treated as an individual and learns at their own pace, making learning more accessible.

How was business before the outbreak of COVID-19?

Over the past six years, business has grown steadily for 3CATS. In January 2020, they received the go-ahead to launch a new e-learning programme for the Adult Skills and Family Learning Service of Lincolnshire County Council which turned out to be a game-changer once the outbreak began.

How has the business adapted during the pandemic?

3CATS began to use video conferencing to hold virtual classes for their students which allowed

the business to continue, but also enabled students to stay on track with their learning during this challenging time. 3CATS has also started to offer courses for people who have been furloughed. Within two days of the programme going live they'd received 20 enquiries, and the courses have continued to be popular.

What does the future hold for 3CATS post COVID-19?

David believes that the pandemic has made working and learning from home more acceptable, and 3CATS aims to continue developing their distance learning programme to accommodate this change

and hopes that people who were furloughed or made redundant can use their e-learning courses to develop their skills, to progress their current career or begin a new one.

What would 3CATS say to other businesses looking to offer alternative services or products?

David says to succeed in a difficult climate, businesses need to be as innovative as possible.

“You have a responsibility towards your customers, so take a look at the services you offer, identify the problem and how you can adapt in an evolving marketplace. If you move quickly and do the best you can, you have nothing to lose. And always take advantage of the skills and expertise of your team!”

GROWTH

Our Growth Deals with government have provided funds for projects which benefit our local area and economy. Contributing substantially to job creation, skills, innovation and growth, this deal is delivering transformational projects across Greater Lincolnshire and totals a £123.7 million investment locally on 34 projects.

In this year, 90 new houses have been built, 347 jobs created, over 6.5km² of new or improved training floor space has been delivered, 1061 learners have benefited, 285km of newly built road laid, and an additional £54.5m of private and public sector investment secured.

Highlights this year included opening up access to sites for new homes and employment at the emerging **Lincolnshire Lakes** development in Scunthorpe, with the completion of the Northern Junction Roundabout in Scunthorpe;

creation of the Lincoln **Medical School** and Centre for Innovation in Rural Health at the University of Lincoln; completion of four Skills Capital Investment schemes Stamford **Digital Skills Hub**; **Lincoln Digital & Professional Skills Centre**; **Boston Engineering, Manufacturing and Technology Centre** and **Scunthorpe Technical, Business Skills and Innovation Hub**; and completion of the **Agri-food Centre of Excellence** at Holbeach, a world-leading innovation hub promoting the

rapid uptake of advanced technologies such as robotics and automation, and supporting our global **UK Food Valley** ambitions.

The year also saw the completion of the **Humber Link Road** in Immingham enabling access

to major employment sites and improving journey times; progress on the second phase of the **Grantham Southern Relief Road** and new A1 junction; the enhancement of a roundabout at the A15/A46 junction in Lincoln; and final improvements to two key road junctions as part of the **Sleaford Growth Programme**.

Our congratulations and thanks to everyone involved in these diverse and complex projects and programmes in bringing many projects to fruition across the 6-year programme. These schemes are delivering tangible economic impact across our area and you can view detail on individual schemes [here](#).

Meanwhile we were further successful in securing the government's Getting Building Fund which was accelerated to aid economic recovery post lockdown. We were allocated £25.8m in August 2020 for projects spanning health, science, food, tourism, and skills and these are all on track to open further opportunities for work and learning.

CASE STUDY

AGRI-FOOD CENTRE OF EXCELLENCE

Providing support to businesses located on the Food Enterprise Zone in Holbeach and across Greater Lincolnshire, promoting uptake of advanced technologies and complementing the National Centre for Food Manufacturing.

Building on the success of the University of Lincoln's Holbeach campus, in the home of the National Centre for Food Manufacturing, this project has created a Centre of Excellence which delivers innovation support services and research, along with relevant skills provision, for Greater Lincolnshire's Agri-Food businesses.

The centre promotes the rapid uptake of advanced technologies to ensure the sector remains competitive, primarily through facilitating the adoption of robotics and automation along with other innovative technologies across the food supply chain. Located on the

South Lincolnshire Food Enterprise Zone (FEZ) in Holbeach, the university's facilities and expertise are accessible to businesses on the FEZ and across Greater Lincolnshire and wider areas.

The University of Lincoln already has well established, unrivalled working relationships with over 250 leading food businesses, including Nestlé, Greencore, Moy Park, McCains, Princes, and a number of supermarkets, and the Agri-Food Centre of Excellence provides them with the opportunity to access expertise and facilities for developing R&D in the agri-food sector, and to invest in technology with confidence.

The building houses a chemistry laboratory; food microbiology laboratory and preparation rooms; test kitchen and sensory suite; conference, seminar and board rooms; a learning resource centre and computing laboratory, and anchors research, technological development and innovation, securing our development and competitiveness as a world-leading UK industry pioneering sustainable, healthy food in Greater Lincolnshire.



CASE STUDY

LINCOLN MEDICAL SCHOOL

Teaching facility encompassed within a sustainable and environmentally friendly building.

The Lincoln Medical School is a high-quality, net zero, integrated clinical facility driving skills development across the fields of medicine and allied health subjects, providing the platform to grow the scale and diversity of existing provision from professional development to post-graduate qualification.

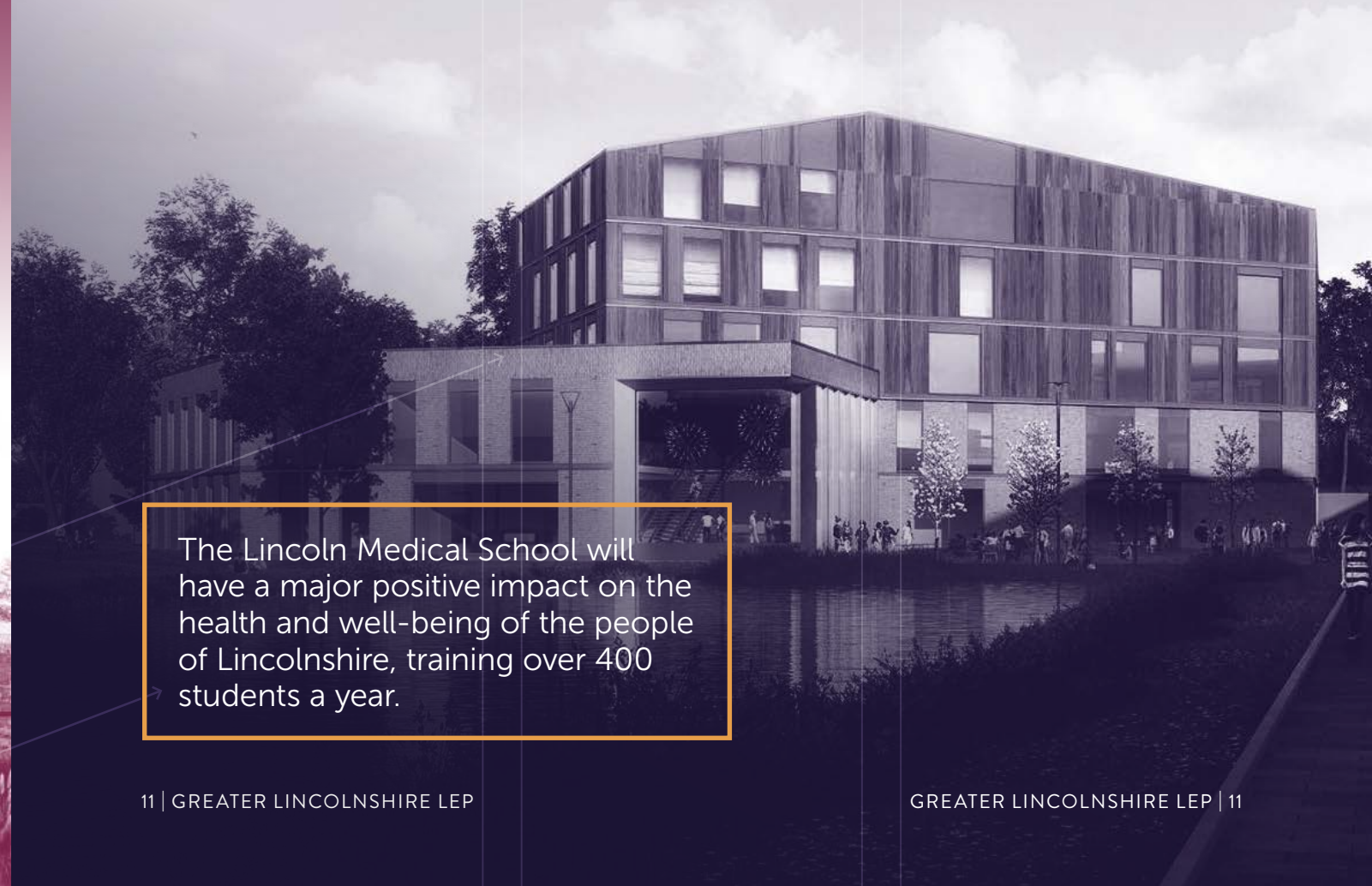
This offers teaching facilities across five storeys, encompassed within a highly sustainable and environmentally friendly building with an aspiration of being a zero carbon project. Links with the Lincoln Institute for Health and the newly formed National Centre for Rural Health & Care will enable the

delivery of leading-edge research from 'bench to bedside', ensuring our LEP region benefits from the skills and innovation injection it requires to meet the health and care challenges of the future.

The new Medical School in Lincoln will address future projected shortages of doctors by offering first-class training that will encourage graduates to complete their junior doctor training locally and apply for jobs in the region. Professor Danny McLaughlin, Dean of Medicine at Lincoln Medical School, said: "The Lincoln Medical School will have a major positive impact on the health and well-being of the people of Lincolnshire,

training over 400 students a year. We have created a medical degree programme that provides an excellent student learning experience, an inclusive and caring environment, and an even greater number of outstanding medical graduates for the National Health Service.

"Creating a medical school for Lincolnshire has been an aspiration for many years and we are now realising that goal. It's something the whole community can be proud of, and which will serve the people of Lincolnshire for generations to come."



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SKILLS

Our priorities within the local employment, skills and training agenda are to inspire and support young people to stay and work here and to train people who are already working (or seeking jobs), so that they gain the skills needed to take up future job vacancies.

Throughout the pandemic and beyond we have been making a tangible difference with initiatives which we have been delivering directly. We have commissioned and continue to work with organisations who are delivering training and support through the extended European Social Fund (ESF). Additionally, we have developed an innovative online solution to mimic the role of physical job fairs, bringing employers and job seekers together in a virtual space to share job opportunities in The Greater Lincolnshire Online Jobs Fair series.

We have invested in skills-related schemes to support facilities that will provide training for in-demand jobs; for example the **University Campus in Scunthorpe** will help support our clean growth sector and emerging **Humber Freeport**; the Greater Lincolnshire's Institute of Technology located on the **South Lincolnshire Food Enterprise Zone** in Holbeach; engineering and care in Boston; and the **Lincoln Medical School**.

The Greater Lincolnshire LEP's Employment and Skills Advisory Panel (ESAP) published a **Local Skills Report**, which provides an extensive evidence base of the local labour market. The report aims to inform local partners and feed intelligence to central government, including a national-level Skills and Productivity Board (SPB). The Local Skills Report identifies local strengths and skills needs, and local priorities. The ESAP brings together employers, skills providers and local stakeholders to better understand and resolve skills mismatches at a local level. Coupled with the intelligence presented via the Local Skills Report, the ESAP will play a central role in addressing skills needs across Greater Lincolnshire, via existing and future schemes.

Our Enterprise Adviser Network further plays a critical role in the skills agenda by linking schools with employers and encouraging pupils to explore the career opportunities this area has to offer. The programme is managed and delivered by the Greater

Lincolnshire LEP, in collaboration with Lincolnshire County Council and district councils. There are currently 3 Enterprise Coordinators employed by the LEP working across Greater Lincolnshire and Rutland to facilitate relationships and initiatives between education and business. 62 mainstream secondary schools and colleges receive support from the Enterprise Adviser Network, and over 55 volunteers from businesses are involved. The volunteers are matched with a school/college to offer a unique insight into the world of work.

Our ambition remains to enable all residents to reach their potential in the Greater Lincolnshire labour market and to participate in a flourishing and inclusive economy.

CASE STUDY

ENTERPRISE ADVISOR PROFILE

ALAN BALL

Director, Rosia Bay International Executive Coaching

For the first 30 years of my career I ran a number of large businesses in the UK and overseas. Following a successful time in Australia, we came back to the UK and moved to the area to be close to family. I then set up Rosia Bay, an international executive coaching business that also supports SMEs and entrepreneurs in starting up a business, growth and diversification.

Why did you want to become an enterprise adviser?

Having had a successful career, my aim has always been to provide support for the team to be the best they can be. It's great now to be able to provide practical support to schools and young people looking to get into business. It is so important for young people to understand the real world of business, what to expect and how to achieve your dream. The interaction with the EAN team has been a positive experience and being able to offer advice and support to my allocated school is extremely rewarding and you can see how much the school appreciate the support.

What are you currently working on with your school?

We hope to have positive interventions whereby we offer a part of a class or a full lesson on practical business experience, provide business games for the students to experience having to make decisions in running their company, and engaging with other employers in the area to bring more opportunities for work experience and careers opportunities. We are now working on a careers audit and my ability to have some strategic input into the programme.

What top tips do you have for other enterprise advisers?

Understand that teachers and schools are pressed really hard for quality time and the ability to always engage, it's not because they don't want to or have no interest, the multiple balls they have to keep in the air sometimes mean you have to put the extra effort in to support them and take a lead at times.



CASE STUDY

ENGINEERING MANUFACTURING AND TECHNOLOGY CENTRE (EMAT)

A highlight investment of the Capital Skills Programme is the Engineering Manufacturing and Technology Centre (EMAT) at Boston College, which opened in spring 2020.

The EMAT was awarded £2.8m funding through the first round of the programme, and the new £4.3 million state-of-the-art building provides an industry-driven training facility that will stimulate growth and productivity across the sector with innovative workshops and suites. Acting as a hub for local engineering and manufacturing, the centre brings opportunities for agritech businesses to create a partnership with the college to help train the engineers in line with industry needs. Workshops provide

space for traditional engineering and manufacturing skills and modern industry practices, an electronics laboratory, and a Computer Aided Design and manufacture (CAD/CAM) suite. It is designed to improve the skills and talent of the current and future workforce across levels 1-5 in a range of engineering and manufacturing competencies to help develop the highly advanced knowledge, skills, and behaviours our learners need for careers in a technology-driven world.

When he opened the centre, the Business Minister Nadhim Zahawi MP commented: "The new facility at Boston College brings together some of the UK's finest academics, students and local businesses, all of whom will be instrumental to helping us realise the UK's engineering and manufacturing potential. By boosting crucial skills and fuelling local growth, this state-of-the-art building will help our local agriculture and manufacturing businesses stay at the forefront of the technology revolution."



VISION

The purpose of the Greater Lincolnshire LEP is to improve the lives and opportunities of communities and businesses in Greater Lincolnshire and Rutland. Showcasing and promoting our opportunities and strengths on the world stage is key to our ambitions to attract the investment, people and businesses which our region deserves.

These LEP family products are our experts in the field driving priority activity: **Business Lincolnshire** is focused on supporting our businesses; **Promote Lincolnshire** is showcasing our natural and economic assets; **Invest Lincolnshire** is targeting investors; and **Team Lincolnshire** are our passionate business ambassadors for Greater Lincolnshire.

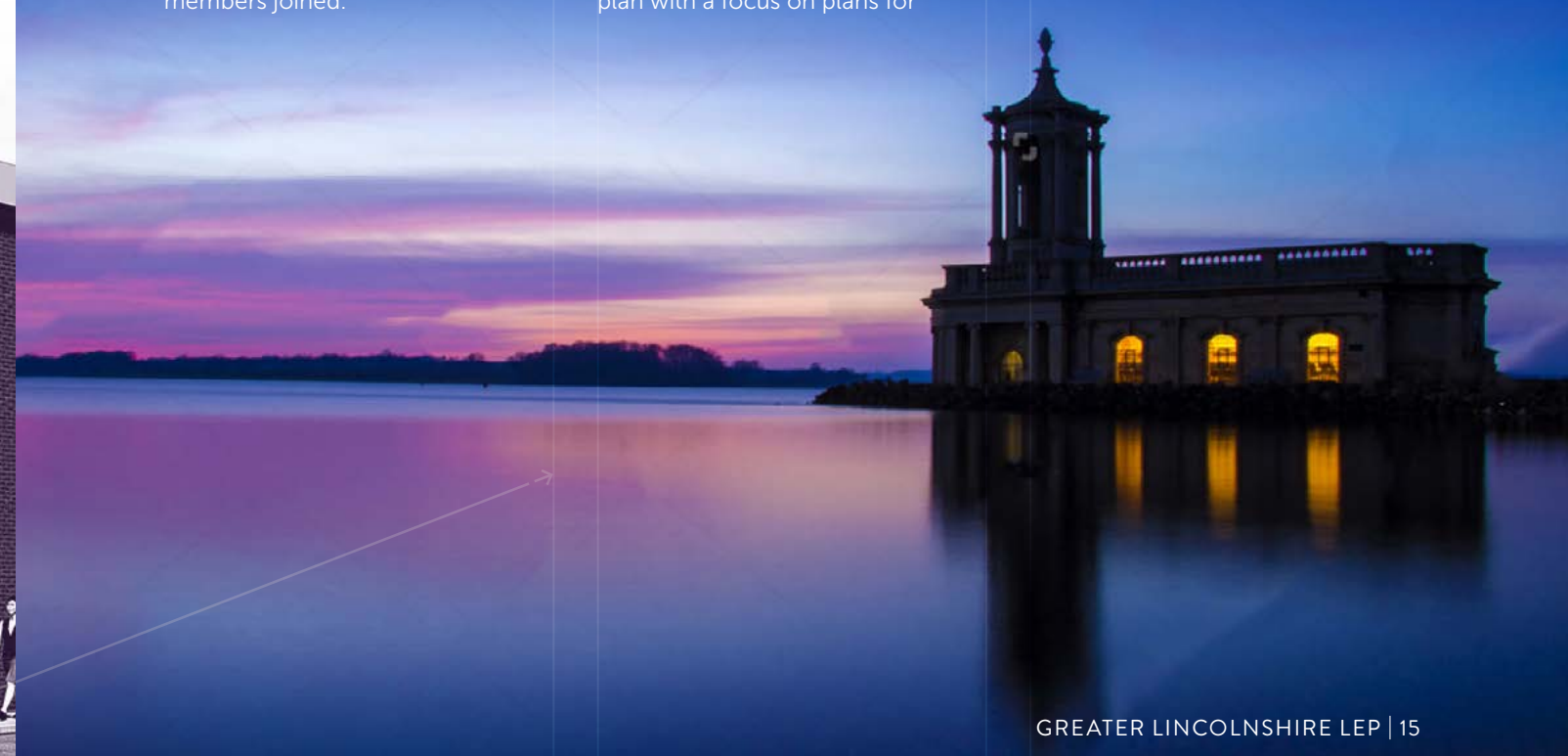
Team Lincolnshire Ambassadors are a vital part of driving forward Greater Lincolnshire's investment and sector development ambitions and encourage collaborative working amongst members and the public sector through events and promotion. Team Lincolnshire is promoting our strengths, fuelling the local supply chain, supporting the local economy, and giving members the opportunity to work on some of our most significant projects. 121 members have joined since the official launch of Team Lincolnshire in November 2017 and during 2020-21, 32 new members joined.

Working directly with the Department for International Trade, LEP investment teams help to raise our profile and promote our assets, generating more leads and ensuring a comprehensive and consistent approach to our responses to enquiries. We have a superb base of assets, built around world-leading sectors and businesses and the team is the first port of call for those wanting to know about our region's offer to the world..

The LEP Board has recently set the priorities going forwards. We will lead and position Greater Lincolnshire in our 4 game-changing sectors to include our highly ambitious **UK Food Valley** programme, creating a Top 10 global cluster with the potential to bring an additional £2bn of additional GVA by 2030, and 11,000 jobs. We will implement the Humber Freeport bringing 7,000 new jobs, and over £2 bn of inward investment by 2040. We are developing a clean growth plan with a focus on plans for

decarbonisation, offshore wind and hydrogen across Greater Lincolnshire. And we are maximising the growth of the RAF, and developing and implementing a defence and cyber security cluster plan.

Greater Lincolnshire boasts high-quality and varied built and natural assets across city, coast and countryside, built around world-leading sectors and businesses, promoted and supported in large by small businesses and organisations, and underpinned by some strategically important large corporations. By continuing to build our collaborative expertise, we can create an incredible Greater Lincolnshire brand, attract investment, and promote our vibrant assets and sectors.



LEP BOARD

The Greater Lincolnshire LEP's board is business led. The Directors' Board maintains a strategic overview and creates the vision and direction of all LEP activity and is an enabling body focusing on influencing, lobbying and leading on LEP priorities.

The purpose of the Board is to identify the very high-priority strategies and actions and ensure that the appropriate company processes are in place. The LEP Board of Directors receives expert opinion from a wide range of experts and then works with stakeholders and partners to ensure that the strategies and actions are developed and delivered.

Directors' Board papers and agendas are published in advance of meetings on the LEP website. Directors give their expertise voluntarily across the private, public, education, and priority sectors, and we are indebted to this formidable and passionate group of leaders and experts. Meet them here.

PAT DOODY (CHAIR)

Independent

Pat has worked in Greater Lincolnshire for over 30 years, most recently as Area Director for NatWest Commercial Banking, a role where he oversaw a team focussing on many of those sectors key to the local economy ie manufacturing and technology, visitor economy, healthcare, agriculture and logistics. He maintains a close interest in education, having been Vice Chair of the Lincoln College Group and is an advisory board member of The University of Lincoln International Business School as well as member of the local Employment and Skills Board.

SARAH LOUISE FAIRBURN (DEPUTY CHAIR)

Imp and Maker

Multi-award-winning entrepreneur, Sarah Louise Fairburn, is passionate about high-quality and sustainable food, drink, and farming. Sarah Louise is the founder of Imp & Maker, creators of gourmet food and drink hamper experiences. For many years, Sarah Louise led one of the UK's fastest ever-growing egg packers and producers to success, transforming it from a small family business to a major food enterprise in just seven years. Sarah Louise is the Chair of the Greater Lincolnshire Food Board, Deputy Chair of the Greater Lincolnshire LEP, and Chair of the Connected Coast Board for two towns, as part of the Government's 'Town Deal' programme which successfully bid for nearly £50 million in funding to grow economies, rejuvenate the landscape, and support business growth.

YVONNE ADAM

Youngs Seafood

As Young's Seafood's Frozen Business Managing Director, Yvonne was responsible for a cross functional team that leads frozen, international and foodservice sales, plus marketing and product innovation for the UK's number one seafood company headquartered in Grimsby. Prior to Young's, Yvonne had an extensive career leading marketing and brand communication work at some of the UK's best known brands, including; Premier Foods, Baxters Food Group and Jeyes Group.

ALISON BALLARD

BAE Systems

Alison is the Head of Audit at BAE Systems plc, covering all aspects of the group's operations in the air, land and maritime sectors. After working for Airbus, Alison joined BAE Systems' air sector in 2010, at RAF Coningsby in Lincolnshire. She held various engineering and maintenance roles, supporting the Typhoon and Tornado forces. From 2014, Alison led the solution design for the UK Typhoon support contract, from inception through to contract award which subsequently, led to her being appointed as director for the whole UK Typhoon support programme, where she was responsible for delivering the required output to the UK MOD, through over 700 people across 3 sites.

DEBBIE BARNES

Lincolnshire County Council

Debbie is the Chief Executive at Lincolnshire County Council. Through Debbie's leadership, Children's Services, Social Care has been judged as good with adoption rated as outstanding. LCC's approach to support education has moved to a sector-led approach which has received national and international interest and has been shared at conferences in Switzerland, Scotland and Canada. She chaired the Educational Achievement Policy Committee and through her leadership has transformed how the Department of Education and Ofsted consider the educational achievements for looked after children.

SIMON BIRD

Associated British Ports

Simon is the Regional Director for the Humber Associated British Ports. He is a CEO with considerable board experience and a proven track record of driving complex international service businesses through effective leadership, strategy, operational improvement, restructuring, identifying and exploiting market opportunities, driving revenue and EBITDA growth to build shareholder value. Simon has significant operational experience of labour-intensive, unionised environments.

ALRIC BLAKE

Alltech

As Vice Chairman, Alric chairs the executive committee and is the highest-ranking officer within Alltech outside of the founding Lyons family. Alric had direct responsibility for the launch of the global ERP system as the Associate Director of Finance and then in 2003, was promoted to Director of Finance for Europe and Asia, and, in 2007, became responsible for the development of group financial and strategic planning. Since 2011, Alric had been the global vice president and CFO, with responsibility for Alltech's global finance activities as well as managing directorship of the Alltech UK office and has been responsible for mergers and acquisitions globally.

DARREN CUNNINGHAM

Phillips 66

Darren is Lead Executive, UK, and General Manager of the Humber Refinery. A chemical engineer, Darren has more than 30 years of experience in various refining and commercial roles. He began his career with Conoco at the Humber Refinery in 1985, where he held various roles in engineering and planning and economics. In 1993, he transferred to the commercial office in London, as a crude oil trader. This was followed by assignments in Singapore and across America working in business development and corporate strategy roles. Darren is now leading the Humber Refinery's decarbonisation agenda. He earned a bachelor's degree in Chemical Engineering from the University of Birmingham in the UK in 1985.

CLLR COLIN DAVIE

Lincolnshire County Council

After studying politics and economic history in London he worked there in the international events and entertainment industry for nearly 20 years before moving back to Lincolnshire to be closer to family. He has continued to work in the events industry and is CEO of Planet 7 Entertainment and was elected to Lincolnshire County Council in 2005 as the member for the Ingoldmells Rural Division. In May 2013 he was appointed to the Lincolnshire County Executive Board with responsibility for Economic Development, Environment, Tourism and Strategic Planning. He is also a trustee of national charity the Renewable Energy Foundation.

DEAN FATHERS

Independent Health Care Lead (Diversity Champion)

Dean has held a portfolio of commercial board appointments for over 20 years across a range of sectors. As a consequence he has worked around the globe and brings a wealth of best practise methodology to the LEP Board. In addition Dean has held a number of NHS Board appointments and has developed considerable health and social care expertise. His breadth of practical experience has been enhanced through his previous work with the IoD and his professorial appointments with three international university Business Schools which has given him a unique knowledge base around corporate governance, strategic thinking and system leadership. Dean is also the Diversity Champion for the Greater Lincolnshire LEP.

JULIAN FREE

University of Lincoln

Julian Free joined the Army and was commissioned into the Royal Artillery in 1986. He was appointed MBE in 2001, OBE in 2009 and CBE in 2012. He was deployed on operations to Kuwait, Kosovo, Sierra Leone, Iraq, Cyprus and Afghanistan in UK, UN and NATO appointments and trained and served in the UK, Germany, America, Canada, Belize and Kenya. He commanded G Parachute Battery (Mercer's Troop) Royal Horse Artillery, 26th Regiment Royal Artillery on operations in Iraq and Cyprus and 4th Mechanised Brigade on operations in Iraq. In 2017 Julian joined the University of Lincoln as Deputy Vice Chancellor. He is responsible for cohesion of engagement across education, civic institutions and employers to increase regional economic prosperity through innovation and the creation of high-value jobs.

GARY HEADLAND

Lincoln College Group

Gary was appointed as CEO of the Lincoln College Group (LCG) in 2014 and is responsible for the Lincoln, Newark and Gainsborough Colleges in the UK as well as international and commercial operations in the UK, the Kingdom Saudi Arabia, China and the Eastern Caribbean. Gary was previously with Northgate Public Services and Norfolk Constabulary following his military career which spanned 23 years in locations throughout the UK and overseas. Gary is an experienced chairman and non-executive director. He is currently Chairman of the Lincolnshire Chamber of Commerce, Regional Chairman of the Institute of Directors East Midlands, Midlands Engine Export Champion for the Department of International Trade, and he holds an MA from Kings College London and an MBA from the Open University Business School. He is a graduate of the Defence Academy's Advanced Command and Staff Course, and also qualified as a Fellow of the Institute of Directors, Chartered Institute of Personnel and Development and Chartered Management Institute. Gary is a Deputy Lord Lieutenant of Lincolnshire and President of the Royal British Legion in Lincolnshire.

CLLR OLIVER HEMSLEY

Rutland County Council

Councillor Oliver Hemsley is Leader of Rutland County Council and Portfolio Holder for Rutland One Public Estate & Growth, Tourism & Economic Development, Communications, and Resources (other than Finance) as well as a respected small businessman. Having started his first company in 1983, he has more than 35 years' experience in the maintenance industry. As Council Leader, he is committed to making sure that Rutland continues to thrive and become stronger, so that all residents have the opportunity to achieve their potential. He is also committed to ensuring the future sustainability of jobs, housing and the natural environment in Rutland, while seeing that Rutland County Council is able to meet its financial obligations and continue to deliver high-quality services.

PROFESSOR ANDREW HUNTER

University of Lincoln

Professor Andrew Hunter is Deputy Vice Chancellor for Research and Innovation at the University of Lincoln and holds a Bachelor of Science degree in Mathematics and Computing and a PhD in Computer Graphics. He joined the university in 2004, and has set up several new academic schools, including Life Sciences, Pharmacy, Chemistry, Mathematics and Physics, and Geography, and has overseen the establishment of the medical school, and the growth of the university's research profile, research income and industrial engagement – regionally, nationally and internationally. Professor Hunter's personal academic specialism is in computer vision and artificial intelligence, including neural networks and medical imaging. He has published over 100 academic papers, and has developed freeware and commercial artificial intelligence software packages.

CLLR PHILIP JACKSON (VICE CHAIR - PUBLIC)

North East Lincolnshire Council

Born in Hull and educated in Grimsby, Philip is a chemistry graduate, a Chartered Chemist and Chartered Health and Safety Practitioner. He worked for a number of the chemical manufacturing companies along the south bank of the Humber in research and development, technical support, production management, regulatory compliance and health and safety management. Philip was elected to North East Lincolnshire Council in 2003, and became Leader of the Council following an overall majority on North East Lincolnshire Council for the first time since its inception. Philip has been a Conservative Westminster parliamentary candidate at two general elections; in Hull East in 1987 and in Great Grimsby in 1992.

ZOE KING (SME CHAMPION)

Epix Media

Since 2010 Zoe has co-directed the multi-award winning creative studio Epix Media and in this time has passionately supported the business community by being involved in events and initiatives on both a local and national level, from running networking events to being integral in the development of a UK-wide youth engagement scheme for the Federation of Small Businesses. As well as being a company director, Zoe is a skilled web developer and marketer, was formerly Chair of the Lincoln Business Club and sits on the Board of Governors at the University of Lincoln. High on her agenda are digital skills and supporting the SMEs of our county.

CLLR CRAIG LEYLAND

District Councils Representative

Craig became a councillor for East Lindsey District Council in 2007 and was made Portfolio Holder for Planning in 2010. After holding the position of Deputy Leader from 2012 to 2015 Craig was appointed Leader in 2015. Craig has been a resident of East Lindsey since 1984 and has an established family business, VOC Antiques, in Woodhall Spa. Craig has always valued living in Lincolnshire with all it has to offer and since becoming a councillor has worked to make sure individuals all reach their potential.

AIR COMMODORE SURAYA MARSHALL

Commandant Royal Air Force College Cranwell

Suraya graduated from the University of Nottingham with a law degree and became a member of East Midlands University Air Squadron before joining the Royal Air Force as a Navigator in 1994. During 3 tours flying on the Tornado F3, she participated in operational deployments in Iraq, conducted Quick Reaction Alert in defence of the UK and the Falkland Islands, qualified as a Weapons Instructor and deployed on many overseas, multi-national training exercises. She assumed command of Royal Air Force College Cranwell in December 2019 and has worked with coalition partners in the Middle East Combined Air Operations Centre, and as Director of Coalition Air Operations in Iraq, Syria, the Arabian Gulf, Afghanistan, the Gulf of Aden and the Red Sea. Staff appointments include defence procurement, Typhoon Force Headquarters delivering training transformation and defence sales, and in the Operations Directorate of the Ministry of Defence (MOD) and latterly as Military Assistant to the Vice Chief of Defence Staff.

CLLR ROB WALTHAM

North Lincolnshire Council

Rob is Leader of North Lincolnshire Council and holds the Cabinet Portfolio for Business, Innovation, Employment and Skills and plays a leading role in a number of high-profile organisations. Rob was instrumental in the creation of a new service (Action Station) which specifically works with individuals and families to support them in to the world of work. The service targets those who have long-term unemployment and from a low skills base. Rob's key skill area is change management and he transformed North Lincolnshire Council onto a business footing and developed a diverse commercial agenda which has ensured North Lincolnshire continues to lead the way in innovation and delivering value for money, whilst providing first-class services to its residents.

MANDY WATSON

Ambitions Personnel

Mandy began her recruitment career in the 1980s, and in 1990 opened her own recruitment firm, Ambitions Personnel, in Lincoln. Her company, which since its launch has expanded to 8 branches and 7 onsite offices across the East of England, supplies temporary and permanent recruitment solutions to businesses and candidates across an array of sectors. With over 30 years of recruitment and business experience, Mandy understands that certain situations can be challenging for the businesses and people of Lincolnshire, but she is confident and optimistic that with the right support and investments, we can support our county into a strong economic cycle and secure gainful employment opportunities.

NICK WORBOYS

Longhurst Group

Nick is the Director of Development and Sales for the Longhurst Group. Nick has worked for Longhurst for nearly 25 years, starting her housing career at South Norfolk District Council as a Homeless Officer, before returning to her Lincolnshire roots and gaining employment as a Rent Collector / Housing Assistant at West Lindsey District Council. Her progression into the world of development came in 2005 when Longhurst were looking to grow their programme. Nick's role continues to be to grow and deliver the Group's development programme, sell homes through a variety of products, and jointly lead on the Blue Skies Consortium with Nottingham Community HA.

GOVERNANCE

We work hard to support local businesses to drive growth, innovation and productivity across Greater Lincolnshire, and the interests of our businesses are at the heart of our decision-making and everything we do.

The LEP Ltd Company is registered with Companies House and complies with all statutory requirements. We are proud of our transparency and accountability and all of our funding, financial, and meeting agendas are readily available on our website. This is underpinned and bound by our Assurance Framework, which sets out how the LEP processes ensure value for money, prioritisation, appraisal, business case development and risk management for Growth Deal and other funding programmes. You can also find our constitutional Articles of Understanding, our policies and references governing the company, and the strategic advisory boards and committees on our website.

Our Board includes representatives from both small business and entrepreneurial backgrounds alongside larger businesses. Our governance arrangements are designed to engage a significant number of businesses and public,

voluntary and community sector organisations in developing and implementing the LEP’s strategies and work programmes, and in the process scrutinises these, thereby providing a comprehensive review. An open Annual General Meeting is held each year.

The Greater Lincolnshire LEP is committed to diversity to ensure representation at Board and Sub-Board level which is reflective of the local business community – including geographies, gender, and protected characteristics. The LEP has met its target to ensure that by 2020 at least one third of members of LEP boards are women with an expectation for equal representation by 2023.

The LEP is responsible for conducting an annual independent audit covering financial and governance activity. Auditors’ reports on the Greater Lincolnshire LEP can be viewed in the Finance section of our website.

We have a number of strategic advisory boards made up of industry experts which are tasked to drive forward the activity set by the board across particular sectors. These include; the Employment & Skills Advisory Panel; the Manufacturing Board; Visitor Economy Board; Energy Council; Health & Care Enterprise Board; Food Board; Defence & Aviation Board; and an Innovation Council.

Find out more about us at www.greaterlincolnshirelep.co.uk You can keep up to date with our latest news on our LinkedIn page, our Twitter account [@GreaterLincsLEP](https://twitter.com/GreaterLincsLEP) and by subscribing to our monthly themed newsletter through our website homepage.

ACCOUNTS

These are our externally audited annual financial accounts for 2020-21.

The Greater Lincolnshire LEP receives income to cover operational activities, designated projects and programme funding. This page provides our financial summary for the income and expenditure of the LEP’s finances. The detailed Annual Financial Summary can be found in the finance section of the LEP website. LEP funding comes primarily from the Government’s Local Growth Fund (Growth Deal). The LEP also receives funding from other Government initiatives, and the completion of European Funding Programmes. Other expenditure includes the executive team and company costs, running costs, and funding awarded to external partners and projects. Under company law, the LEP’s accounts are independently audited and when approved by the Board, they are published on our website.

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

EXPENDITURE	20/21	19/20
Core Funding	£595,494	£488,712
Other Core contributions	£462,213	£170,453
Department of Transport	-	-
Invest and Grow	-	-
Feasibility	£24,286	£29,612
Business Investment Fund	£262,856	£1,183,344
Single Local Growth Fund	£22,092,197	£6,809,606
Getting Building Fund	£12,900,000	-
Growth Hub	£246,000	£246,000
Brexit	-	£364,578
EU Transition/Peer Network/Uplift	£769,819	-
TOTAL EXPENDITURE	£37,352,865	£9,292,305

ACCOUNTS

(Continued)

CASH BALANCES	YEAR END CLOSING BALANCE	
	20/21	19/20
Core Reserve	£794,364	£306,417
Other cash balances	£1,468,434	£727,973
Capacity 2 Fund	-	-
Feasibility Fund	-	£225,866
Invest to Grow Fund	£3,360,309	£3,454,114
Business Investment Fund	£1,499,541	£1,636,154
Single Local Growth Fund	£183,097	£3,776,764
Interest Received	£110,001	£162,107
TOTAL EXPENDITURE	£7,415,746	£10,289,395
LONG TERM LOAN INVESTMENTS	£4,085,228	£4,300,000

For the full Financial Statement visit
WWW.GREATERLINCOLNSHIRELEP.CO.UK/ABOUT/CORPORATE-GOVERNANCE/LEP-FINANCE

FOOTNOTES

- 1 Pre-pandemic
- 2 ONS Gross Value Added, Balanced by Enterprise Region
- 3 ONS Business Register and Employee Survey
- 4 ONS UK Business Counts (VAT and PAYE Enterprises)
- 5 ONS Gross Value Added, Balanced by Enterprise Region
- 6 ONS Gross Value Added, Balanced by Enterprise Region



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