

Greater Lincolnshire LEP Board Meeting

Thursday, 23rd March 2017

10.00am to 12.30 pm

Wilkin Chapman, Cartergate House, 26 Chantry Lane, Grimsby, DN31 2LJ

Paper 0- Agenda

Time	Item and brief description	Lead	Access/Circulation
10.00 10 mins	1 – Welcome, Apologies, Declarations of Interest <ul style="list-style-type: none"> Minutes and actions from the last meeting – 27 January 2017 	Chair	All Members - Paper 1
10.10 10 mins	2 – LEP Directors Report <ul style="list-style-type: none"> Updates on programmes 	Ruth Carver	All members – Paper 2 (to follow)
10.20 20 mins	3 – Business Plan 17-18	Ruth Carver	All members – Paper 3 (to follow)
10.40 20 mins	4 – Midlands Engine	John Latham	All members – Paper 4 (to follow)
11.00 5 mins	5 - Employment and Skills Board Update – Area Review	Herman Kok/Clare Hughes	Directors only – Paper 5 - Confidential
11.05 15 mins	6 – Careers Advice <ul style="list-style-type: none"> Overview for GLLEP Careers Education Information Advice and Guidance 	Herman Kok/Clare Hughes	All members – Paper 6 (to follow) Paper 6.1 (to follow)
11.20 20 mins	7 – North Lincolnshire – Priorities for Growth	Cllr Rob Waltham	Presentation
11.40 20 mins	8 - Housing White Paper "Fixing our broken housing market" response to consultation	Cathy Jones, Herman Kok and Andy Orrey	All members – Paper 7
12.00 10 mins	9 – The Wider Economic Impact of the Greater Lincolnshire LEP	Halina Davies	All members – Paper 8
12.10 5 mins	10 – Proposed Manufacturing Board	Ruth Carver	All members – Paper 9

12.15 15 mins	11 – Wilkin Chapman Partners		Discussion
12.30	12 – Any Other Business		
	Lunch		

The meeting will be followed by a buffet lunch at 12.30pm.

Attendees - LEP Board Directors: Ursula Lidbetter (Chair), Andy Orrey, Chris Baron, Cllr Peter Wheatley, Cllr Craig Leyland, Cllr Rob Waltham, Cllr Colin Davie, Pat Doody, Herman Kok, Richard Wills; Mark Tinsley, Steve Middlebrough, Professor Mary Stuart

Observers: Pete Holmes (Cities & Local Growth Unit), Simon Green, Melanie Crunkhorn, Sarah Hendry (DEFRA) - tentative

Officers: Ruth Carver, Clare Hughes, Cathy Jones, Halina Davies, Angela Blake, Lesley Potts (tentative)

Apologies Received: David Dexter, Cllr Bob Adams

Date of Next Meeting : 26th May 2017 –Witham Room, SKDC Offices, Grantham

Additional Papers Pack

AP1 – Draft Minutes from the Audit & Finance Committee – 9th February 2017

AP2 – Draft Minutes from the Investment Board – 27th January 2017

AP3 – Media Report

AP4 – Minutes from ESIF Sub-Committee – 13 December 2016

AP5 – Greater Lincolnshire Combined Authority – Labour Market Briefing

AP6 – Draft Minutes from AGM – 27th January 2017

AP7 – Draft Minutes Growth Hub Governance Board - 8th February 2017

Parking for the Board Meetings on 23rd March 2017

For those Board Directors who are attending the pre-meeting to be held at the Town Hall, Grimsby, there is a car park situated to the side of the Town Hall and fobs for the entrance will be required. If you call into reception, please pick up a fob which will allow you into the car park. As there are only two fobs available, once you have parked, please return this to reception, this is not required to leave the car park. If you wish to leave your car in this car park, it is approximately 20 minutes to walk to Wilkin Chapman (map attached).

For the LEP Board and LEP Investment Board meetings, car parking is available in a Pay and Display car park opposite Wilkin Chapman, Cartergate House, 26 Chantry Lane, Grimsby DN31 2LJ

Dates and Venues of Future Meetings

26 th May 2017		Witham Room, SKDC Offices, Grantham
20 July 2017		Meeting Room 1, Ground Floor, SHDC Offices, Spalding
29 September 2017	-	Council Chamber, NKDC Offices, Sleaford
24 November 2017	-	Room E1, Enterprise Building, University of Lincoln

Business Live 2017

20 th October 2017		Epic Centre, Lincolnshire Showground
-------------------------------	--	--------------------------------------

Board Members present: Ursula Lidbetter – Chair; David Dexter – Deputy Chair; Cllr Bob Adams; Cllr Colin Davie; Cllr Peter Wheatley, Cllr Rob Waltham; Mark Tinsley; Herman Kok; Pat Doody; Richard Wills; Steve Middlebrough; Andy Orrey; Chris Baron; Prof Mary Stuart

Apologies from Board Members: None

Observers: Sarah Hendry, DEFRA, Pete Holmes, BEIS; Victoria Wheelwright BEIS; Angela Blake NELC; Lesley Potts NLC; Amanda Mosek ESB and Boston College

LEP - Ruth Carver; Liz Shutt; Sue Groves (Note Taker)

Item 1 Welcome and Introductions

The Chair welcomed all to the meeting. The minutes of 24th November 2016 agreed as a true record and can be published following minor amendment.

Declarations of Interest:

- Ursula Lidbetter – Boole Technology Centre, LSIP, Lincoln Transport Hub
- Steve Middlebrough – Lincoln Science & Innovation Park (LSIP)
- Prof Mary Stuart – Boole Technology Centre

Directors Business

- The LEP Directors Board is currently made up of 14 Directors and holds two further public sector vacancies. For the first vacancy, the board agreed that the Chair would write to the Chair of the Lincolnshire leaders board to seek nominations from District, City or Borough Councils. For the second vacancy, the LEP Board should approach the HCA or the Healthcare sector locally.
- Following the resignation of Cllr Liz Redfern NLC from the Board, it was proposed and accepted that Cllr Rob Waltham would be the Board Director in her place.
- Finance & Audit Committee are looking for a replacement for Penny Sharpe who represented West Lindsey District Council, who is taking up a post elsewhere. The post was advertised to interested parties by email on the 10th January, with a closing date of the 31st January.
- The Employment & Skills Board has a vacancy and it was agreed that an advertisement be sent to interested parties by the end of March 17 which will be presented to the Appointments Committee, then the LEP Board.
- It was agreed that Private Sector Directors would meet to discuss how best to engage and maximise expertise with the LEP model.

Matters Arising from previous minutes - None

Actions:

- November 2016 minutes to be published – LEP Secretariat
- Breakfast meeting with private sector Directors to be organised prior to next LEP Board..
- Chair to write to Cllr Bedford regarding the appointment of a new Director from District, City or Borough Council.

Item 2 - LEP Directors Report

Business Survival - Professor Mary Stuart was asked to lead a Commission into Business Survival across Greater Lincolnshire and MS agreed to carry out this investigation and will report back to the September Board meeting.

Area Review - The Chair of the ESB gave an update on the Area Review Process for Greater Lincolnshire. The Review is still ongoing, with one more meeting in February where recommendations will be made. The recommendations will be discussed at the Board meeting in March.

Growth Deal 3 - The LEP Director gave an update on the progress of Growth Deal 3 and discussed the potential allocation, but stated that although the announcement of allocation is now imminent, it is embargoed until such time. The Board noted progress.

Actions

- **Commission into Business Survival – MS to carry out investigation and report back to LEP Board in March.**
- **Area Review recommendation to be added to the March 17 agenda.**

Item 3 – Business Plan

RC gave a verbal update. The change in the economy and the impact of the confirm programme will be reported on at the next board. Work is ongoing with sector leads regarding the setting of targets, ie, Water Management launch with MT.

Actions

- **Results to be discussed at the LEP Board in March. Agreed a 3 year plan with a one year delivery plan as a format, with input from all of the Boards and impact report**

Item 4 - Vision 2020 – City of Lincoln Council

Presentation given by Cllr Ric Metcalfe (Leader) and Angela Andrews (Chief Executive) on Vision 2020 for City of Lincoln Council.

The four strategic priorities are:

- **Let's drive Economic growth**
 - A creative and innovative world-class historic city
 - Renowned for enterprise, engineering, heritage and educational excellence
 - Vibrant City centre which is host to top national and international retail brands
- **Let's reduce Inequality**
 - Successful regeneration of some of the city's most deprived communities
 - People feel safe and welcome in their communities
 - Everyone has the support they need to obtain employment that provides fair pay
- **Let's deliver Quality Housing**
 - Provide decent, affordable homes for everyone
 - No-one in the city lives in fuel poverty
 - People will live healthier for longer in their own homes
- **Let's enhance our Remarkable Place**
 - Lincoln will have the reputation of a great city with its key spaces protected, preserved and enhanced
 - It is known for its heritage, culture, learning and unique character
 - The potential of all public areas being utilised to the full and how they contribute to making Lincoln a great place

Board members welcomed the 2020 vision, and asked questions around the role of small business within the plan, the role of the visitor economy and in particular hotel space, housing and freehold land for business.

Actions:

- **Meeting with City of Lincoln Council to be arranged to see which elements of the Vision 2020 and the LEP and City can take forward – RC to attend CMT**

Item 5 - Midlands Connect Update – Maria Machancoses & Sarah Spink

An update on the Midlands Connect Strategy was given by Maria Machancoses, Midlands Engine Director, and Sarah Spink, Midlands Connect. The draft strategy was due to be published in March, and Maria was seeking feedback from the LEP Board and other local partners

Work is ongoing with major transport infrastructure for east/west connectivity (rail, road and air) and LEPs are currently collaborating on this. The full Strategy provides the background to Midlands Connect and what is trying to be achieved, sets out an evidenced programme of road and rail infrastructure investment and also identifies opportunities where Midlands Connect may have a role in developing technology based solutions.

Benefits

- Up to £5bn more GVA per annum by 2040 in the Midlands
- Agglomeration benefits of around £850m a year
- Supporting direct delivery of around 75,000 jobs
- Provides the networks to facilitate the Midlands Engine ambition of 300,000 additional jobs

Key Messages

- Unblocking the national network, to open up economic opportunities for both the Midlands and the UK
- A very young region – ensuring connectivity and building technological advantageous solutions for the next generation
- Common sense approach, evidenced, deliverable, realistic and sequenced, delivering resilient solutions for businesses, residents and visitors, offering good value for money

Evolution

- The document is an evolution of all the work done on Midlands Connect
- It encompasses successful evidence generated in previous reports

Scheme Development Priorities for next 3 years

- Road
 - Midlands Motorway Hub
 - Smart Motorway M6 Junction 15-16 and Junction 15 upgrade
 - A46 Corridor – South West – Midlands-North East
 - A5 Corridor (informed by Motorway Hub Study)
 - A52 Corridor – Multi-Modal Study
 - A50/A500 Corridor – Uttoxeter initial focus
 - South West Access Package
- Rail
 - Midlands Rail Hub
 - Leicester to Birmingham
 - Birmingham to Nottingham, including Trent Junctions and Access to Toton Hub
 - Coventry to Leicester
 - Access to Birmingham Airport
 - East Midlands to North West

The Final Strategy will be available in March 2017 with £17m funding for 3 years from the Secretary of State to take forward for the transport strategy. The LEP board agreed to provide further detail around the scale of the food sector, and its need for upgraded infrastructure across the midlands, understand the needs of the self employed across the Midlands, Investment in rail freight and access to the Ports of Grimsby and Immingham, the commitment of Network Rail and Highways England to sign up to the MC Strategy

Actions:

- **Andy Gutherson, Martin Collison and Justin Brown to feedback comments to Maria on the draft Strategy as soon as possible.**
- **Midlands Engine position to be discussed at March GLLEP Board – John Latham**
- **Brief MPs on Midlands Engine, SLGF and Industrial Strategy – UL/RC**

Item 6 - Quarterly Economic Survey Results

Business confidence is improving, though the prospects of inflation mean that expected increases in turnover are considered less likely by businesses to translate into increased profitability.

Pressure on Prices – Nearly one in four businesses now stating this as a concern, up from around one in eight last quarter. Main reason given is due to increase in prices.

Ongoing monitoring is being carried out regarding concerns around Brexit, but question raised regarding what type of businesses are being monitored, should the samples and scope be widened; the impact of the National Living Wage on businesses; etc.

Item 7 - Assurance Framework

Board members were asked to note and approve the proposed revisions to the Greater Lincolnshire Assurance Framework to ensure parity with National Assurance Framework guidance.

Since full compliance to Government in March 2016, Government has since produced national guidance on what LEPs should include within the Assurance Framework as a minimum, this has resulted in a number of amendments need to be made and these need to be incorporated by 28th February 2017.

Actions:

- **Board members endorsed the changes made and agreed the delegation to the Chair and the Head of the Accountable Body to sign off and submit the final changes on behalf of the LEP Board.**

Item 8 - Industrial Strategy Engagement Plan

Liz Shutt updated the board on her work on the industrial strategy for Greater Lincolnshire. The proposed approach:

- Build on approaches developed during devolution.
- Developing policy positions and greater clarity about the role of National Government alongside local delivery of the SEP.
- Addressing the issue of those left behind to deliver an economy for all in Greater Lincolnshire where there is untapped potential.

Meetings have been held with Civil Servants from DCLG, BEIS and the Treasury, Also, the Minister for Climate Change and Industry, Nick Hurd, recently visited British Steel in Scunthorpe where he met with Pat Doody and others from the GLLEP. The messages from these meetings is partnership, with Government attune to the role of place in identifying key challenges and potential solutions.

If opportunities are to be created across the region, the following key priorities should be discussed:

- Priority 1 – Increase focus on delivering highly skilled workforce - this is to be discussed at the Employment and Skills Board and will feedback to the next Board meeting.
- Priority 2 – Support Companies to engage in and absorb innovation
- Priority 3 – DTI should work with Growth Hubs to identify and support businesses with the ambition and ability to export
- Priority 4 – Digital is a new growth area that would benefit from targeted support
- Priority 5 – Identify a priority infrastructure improvement

Actions:

- **Agreed that all members should engage with MPs, and wider opportunities for the business community to feed into the response, such as the Investors session, the food board, the big debates and the innovation council**

Item 9 - Equality & Diversity Policy

Background to Equality & Diversity Policy given by RC.

Greater Lincolnshire is committed to achieving diversity and equality of opportunity, both as an employer and as a commissioner of services. This means doing what we can to positively promote equality and diversity across the delivery of projects, programmes and services and within the workforce. The Equality Act 2010 places a public duty of Greater Lincolnshire LEP with which it must comply. It states that everyone has the right to be treated fairly and places legislation around nine protected characteristics: age, disability (including mental ill health), gender, reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Greater Lincolnshire LEP promotes equality of opportunity and does all it can to ensure that no member of the public, service user, employee, contractor or staff member working within a partner organisation will be unlawfully discriminated against.

Actions:

- **The Board agreed that the Policy be adopted and published on the website**

Item 10 - Visitor Economy Board

LEP Board Directors were asked to note the content of the paper with the following recommendations:

- Terms of Reference and Code of Conduct to be approved;
- LEP Board appoint Chris Baron as the Chair of the Visitor Economy Board;
- A recruitment process is undertaken by the Appointments Committee to populate the board;
- Initial programme is agreed.

The aim of the Board is to boost the economic growth of the Visitor Economy by creating more appropriate, relevant support offers, and its role will be to shape and influence future Visitor Economy products to meet the needs of Visitor businesses in Greater Lincolnshire.

Actions

- **Establish Visitor Economy Board – Nicola Radford**

Item 11

Any Other Business

None

The Meeting Closed at 12:30

.....
Chairperson

.....
Date

ACTIONS FROM LEP BOARD MEETINGS

<u>Board Date</u>	<u>Action</u>	<u>Person Responsible</u>	<u>Carried Out</u>
30.09.16	Product a SEP Action Plan	RC	On agenda March 2017
	LEP Executives and CA to develop a joint paper for LEP Board on relationships between MCA and LEP	LEP Secretariat	
	BREXIT monitoring – LEP to work with University of Lincoln to undertake BREXIT monitoring	LEP/UoL	
24.11.16	Chair of ESB to ensure the deliverers of Careers advice have access to good local information about sectors and industry, and explore opportunities and develop a scheme that helps local employers engage with schools	HK/CH	On agenda March 2017

<u>Board Date</u>	<u>Action</u>	<u>Person Responsible</u>	<u>Carried Out</u>
27.01.17	Once amended, publish November minutes	SG	Yes
	Organise meeting with private sector directors to discuss how best to maximise expertise with the LEP Model – Breakfast meeting (RC & RW to attend)	SG	Yes
	District Director – UL to write to Cllr Bedford to highlight the Board would like to consider another councillor as a member of the LEP Board	UL	Yes
	Establish commission into Business Survival across Greater Lincolnshire	SH/J Baty	Established
	Housing White Paper response to next board	CJ	Yes
	Meeting with CoL regarding Vision 2020 to see which elements the LEP and City can take forward – RC to attend CMT	RC	Yes
	Midlands Connect – Feedback comments to Maria Machancoses	AG/JB/M Collison	Yes
	Midlands Engine position for next Board	J Latham	Yes
	Brief MPs on ME, SLGF and Industrial Strategy	UL/RC	Yes
	QES – encourage bigger sample size, impact of living wage	SH/J Baty	ongoing
	Assurance Framework principles agreed, sign off with CX of LCC & UL	LHP/HD	Yes
	Industrial Strategy – agreed with approach being taken by Liz Shutt, push on a sector deal approach for Agri-Food	LS	
	Equality & Diversity agreed – HD to implement	HD	
	Establish Visitor Economy Board	Nicola Radford	ongoing
	Ministerial Visit Ideas	SG	Yes

Recommendations

Board Directors are asked to note the content of this report.

AREA ONE - POLICY & STRATEGY

Industrial Strategy

The Government's Green Paper on their Industrial Strategy was published prior to the last Board meeting in January. The paper is broad ranging with the Strategy organised around 10 pillars:

1. Investing in science, research & innovation
2. Developing skills
3. Upgrading infrastructure
4. Supporting businesses to start and grow
5. Improving procurement
6. Encouraging trade and inward investment
7. Delivering affordable energy and clean growth
8. Cultivating world-leading sectors
9. Driving growth across the whole country
10. Creating the right institutions to bring together sectors and places

Central themes are rebalancing the economy away from the South East, improving productivity, driving global trade and export, and delivering an economy for all. The GLLEP response is currently being developed with input from across all Greater Lincolnshire authorities and GLLEP sub-committees such as the ESB, the Food Board, the water management board, and the Innovation Council. Alongside our responses to the Government's consultation questions, we are developing a set of five policy positions. The positions seek to complement our Strategic Economic Plan and the priorities in the Government's Green Paper. In short:-

1. **Future proofing the region's skills supply:** Our aim is to consider effective approaches for engaging employers in skills provision planning whilst ensuring that the skills pipeline is able to respond and deliver against the longer term needs of our key industries.
2. **Export:** This is a key area of untapped potential. Activities in this strand could include influencing the forthcoming Department for International Trade Strategy to look at barriers to export.
3. **A Sector Deal on Agri-Food:** Sir John Peace has given the go ahead for us to develop this strand on behalf of the Midlands Engine and so we will be seeking to build support through this route including with key multinationals such as Nestle, Pepsico, Mondelez and Bakkavor. The development of the Sector deal will be discussed at the forthcoming Food Sector Board.
4. **High growth firms and innovation:** Emerging themes are around supporting leadership capability. This strand will be discussed at the forthcoming Innovation Council.
5. **Infrastructure:** Restrictions to growth through energy supply issues and the importance of adequate road connections to maximise the impact of our ports.

The LEP executive will co-ordinate a response to the Green Paper ensuring with local partners including seeking views from relevant LEP sub Boards and groups. The response will be shared with the LEP Board for sign-off.

Midlands Engine

Paper 4 on the agenda covers Midlands Engine and Midlands Connect. The Midlands Engine strategy is now published, and Greater Lincolnshire is developing a role for leading on agritech and food tech for the midlands.

Midlands Engine Investment Fund (MEIF)

The British Business Bank (BBB) has recruited a MEIF Senior Relationship Manager, Lewis Stringer, who will be covering the East and South-East Midlands. His role will be to work with the Growth Hub/ LEP/ Councils and intermediaries to promote the fund. The BBB will seek to maximise the fund, develop pipeline and drive growth. The pipeline will be developed in two main areas:

1. Higher-value start-ups
2. Rapidly growing businesses

Whilst recognising that a number of barriers exist including; grant dependency culture, lack of awareness or understanding of different types of finance, ambitions are low and cautious for some. A Marketing and Communication Plan has been devised to overcome the barriers and work with local authorities, LEPs, Chambers, FSB, business support intermediaries (banks and accountants) and businesses to ensure they are aware of the Fund, its parameters and how it can accelerate growth.

Governance - A Strategic Oversight Board (SOB) has been established with the LEPs to create the appropriate Governance Framework for the MEIF. The SOB is chaired by Nick Pulley, the Chair of the Leicester and Leicestershire LEP and includes members from six other LEPs who represent all 10 LEPs in the Midlands as well as representatives from HM Treasury, BEIS, DCLG, the European Investment Bank (EIB) and the British Business Bank (BBB). Pat Doody from NatWest/GLLEP Board Director represents GLLEP as a deputy member on the Strategic Oversight Board (SOB) for the MEIF. As well as being a member of the Greater Lincolnshire LEP board, Pat also chairs the LEP EU funding committee and is a member of the Financial Intermediary Forum. Therefore he brings both his own business banking perspective and a wider strategic insight to his role.

There will also be a Regional Advisory Board (RAB), the board will review the performance of the fund managers at a local level and advise on any appropriate actions. Each RAB will have a LEP nominated member and an observer. Russell Copley from Greenborough Management Ltd will be the RAB representative for GLLEP, approved and Samantha Harrison will be the observer. These appointments were agreed by the LEP's appointments board.

Timescales

- Framework Award 4th January 2017
- Initial Mini Comps 23rd January 2017
- Appointment of Fund Managers March 2017
- Expected date funds will be made available Late April/May 2017

Ministerial Visit

The LEP and local partners continue to develop opportunities for further engagement and visits to Greater Lincolnshire by ministers and senior civil servants. A visit opportunities list is kept by the LEP and partners are asked to contribute towards it quarterly. As part of the budget week, and the launch of the Midlands Engine strategy, Communities and Local Growth Minister, Andrew Percy MP, visited Lincoln on Thursday, 9th March to view the developments taking shape on and around the University of Lincoln campus under growth deal, and announce further investment for Greater Lincolnshire. The MP for Brigg and Goole and the Isle of Axholme also toured the newly completed Boole Technology Centre at the Lincoln Science and Innovation Park, visited the Joseph Banks Laboratories and heard about the university's aspirations for a new Advanced Engineering Centre extension.

He was shown round the facilities by Herman Kok and Ruth Carver from the Greater Lincolnshire LEP and Andrew Hunter, Deputy Vice Chancellor (Research and Innovation) and Andrew Stevenson, Director of Research at the University of Lincoln.

College Area Review

The LEP continues to be actively involved in the area review of colleges. A parallel review is taking place in New Anglia, Cambridgeshire and Peterborough and the Humber. The draft recommendations from the Area review are published with the papers, because of the data agreement we have signed to be part of the process, the paper is confidential and can only be shared with lep directors at this stage.

East Midlands franchise

DfT announced a shortlist of three operators who will compete for the East Midlands franchise. The three bidders shortlisted for 2019 are companies who are Arriva Rail East Midlands, a wholly owned subsidiary of Arriva UK Trains; First Trenitalia East Midlands Rail, the partnership between FirstGroup and Trenitalia UK; and Stagecoach East Midlands Trains, a wholly owned subsidiary of Stagecoach Transport Holdings. The franchise is currently operated by Stagecoach's East Midlands Trains and is due to end on 4 March 2018, although the transport secretary has extended this deadline by up to a year to ensure smooth transition when the franchise changes hands. The LEP has agreed that it will jointly meet the three operators with LCC Transport teams, and other partners who wish to be involved.

Place Marketing

The LEP and partners are working on the first phase of place marketing initiative for Greater Lincolnshire, developing an economic story, branding hierarchy recommendations and a tool kit for partners. The first phase on track for delivery at the end of May.

MIPIM

The LEP commissions LCC to co-ordinate our presence at MIPIM, through Midlands Engine and with Team Lincolnshire. The week long property investment show takes place from 13th to 17th March in Cannes, the focus for Greater Lincolnshire is to generate leads from investors, developers and property professionals from the UK and internationally. In addition, the aims for the 2016 event included:

- Presenting a unified proposition and stronger message about the Midlands and Greater Lincolnshire
- Publishing an investment prospectus for development sites
- Building on Team Lincolnshire – by continuing a robust and lasting partnership between the LEP and local authorities and engaging with private sector representatives to gather support for the region's investment proposition through Team Lincolnshire.

A full report will be given to the next LEP Board.

Visitor Economy Board

Recruitment for the Visitor Economy Board, reporting to the LEP is taking place, with a closing date of 17th March.

LEP Business Performance

Actions against the SEP 2016-17	
1 LEP Activity, Business Engagement and Media	Green
2 Growth Deal Performance	Amber
3 Growing Places Fund	Green
4 Feasibility Funding	Green
5 ESIF	Green
6 Skills	Pending ESB assessment
7 Business Lincolnshire Growth Hub	Green

1 LEP Activity, Business Engagement and Media

LEP Board Lead – Ursula Lidbetter

LEP Exec Lead – Ruth Carver

Business engagement – the main business engagement activities undertaken since the last board meeting are as follows:

Launch of the Water Management Plan - Mark Tinsley -Over 80 water professionals, business people and academics attended the launch of the local Water Management Plan at the Kenwick Park Hotel near Louth on 24th February. The chair led the event, with speakers including Mark Tinsley, Chair of the Greater Lincolnshire Water Management Board, Ursula Lidbetter, Chair of the LEP, Isobel Wright from the Lincoln Institute for Agri-food Technology, Ruth Carver, LEP Director, and Ian Warsap, Chief Executive of the Black Sluice Internal Drainage Board.

The event was very well received by many local partners and Lincolnshire were congratulated on the role they are playing on water management by many partners.

Also speaking and on the panel were LEP Chair Ursula Lidbetter MBE, Steve Willis (Chief Operating Officer at Lincolnshire County Council), Steve Moncaster (Project Manager at Anglian Water), Martin Collison (an adviser to the LEP on agri-food) and Professor Simon Pearson from the Lincoln Institute for Agri-food Technology at the University of Lincoln. Following the launch of the Water Management Plan, some delegates took a tour of the recently completed Louth Flood Alleviation Scheme and to put their questions to Deborah Campbell, Flood Risk and Coastal Manager for the Environment Agency.

International Investors Event - The chair welcomed international businesses and local partners to an event on 23rd February in Lincoln. It was well attended and the audience heard from the LEP about the products available locally to support their continued investment and from the Department for International Trade on products and plans for inward investment. Attendees then gave their views on issues and opportunities, impact of Brexit, priorities for trade agreements and investment priorities.

Media - Press releases and media interest have been accelerating over the last two months with columns and announcements communicated on; apprenticeships; Growth Deal 3 announcement; Midlands Engine; Growth Deal successes; water management launch and the importance of water; MIPIM; Ministerial visit; EU funding; the new Visitor Economy Board; and Boole Technology open for business. Two Big Debates on the apprenticeship levy were planned for March with the first taking place in Sleaford.

Plans for Business Live have begun in force with the University of Lincoln and various commercial robotics companies planning a wow-factor display in the entrance hall for our agri-themed conference this year (Friday 20th October 2017).

Purdah for the Lincolnshire County Council elections begins from 28th March until 5th May 2017.

LEP Operational Finances 2016-17

- Total income core and strategic received in period was £500,000.
- Total forecasted expenditure in period is expected to be circa £451,094

With current projections, we would be in a position to place £49,000 on the core cash balance reserve, against place marketing and industrial strategy activities. The projections are therefore given at a point in time and as can be seen from previous reporting can change considerably as we respond to and progress activity to meet the LEP objectives.

There is a requirement for the LEP to match fund £250,000 of the core budget with a further £250,000 of match funding. In previous years, we have over-achieved with the level of match achieved. To date £284,336 has been evidenced, exceeding DCLG match funding requirements.

2 Growth Deal Performance

LEP Board Lead – Ursula Lidbetter, Chair of the Investment Board

LEP Exec Lead – Halina Davis

The total amount of Growth Deal now awarded to Greater Lincolnshire is

	GD 1 (July 2014)	GD 2 (Jan 2015)	GD 3 (Nov 2016)
Local Growth Fund Award	£111.2 million	£14.8 million	£29.45 million
Total Award	£155.45 million		

Growth Deal 1 and 2 Progress - The current performance for this financial year is as follows, the Investment Board of the LEP receives a full report on progress against targets.

Project	Original Forecast 16/17 £m	Forecast Outturn 2016/17 £m
Bishop Burton College Riseholme	1.2	1.2
Boole Technology Centre	1.7	1.7
Tentercroft Street Growth Corridor	0	0
Unlocking Rural Housing Programme	3.3	1.8
Lincolnshire Lakes	2	1.8
Boston Quadrant	3.9	2.9
Grantham College	2.3	0.2
Go Skegness	2	3.6
Skegness Countryside Business Park	1.5	2.2
Grantham Southern Relief Road	12.6	3.5
Lincoln Transport Hub	9.5	11.7
Northern Roundabout Junction	1.9	0
Normanby Enterprise Park Site 7	1	0.25
SHIIP	2.7	2.4
Access to Employment Zones	1.9	0.35
Agri Food Centre of Excellence	0.4	0
Holbeach Peppermint Junction	0	2.2
Scunthorpe Town Centre	0	0
	47.9	35.8
Slippage managed via Capital Offset		9.3
Total Forecast Outturn		45.1

To date, the Accountable Body LCC have contracted with 19 schemes to the value of £221.320m and agreed contracted grants of £75.697million single local growth fund contribution. As reported, we have a challenging spend target and have been again looking at using our freedoms and flexibilities to ensure we reach the spend target.

With the majority of projects now contracted, the Growth Deal Programme is starting to demonstrate local economic impact. Three schemes have completed on site, Boole Technology Centre, Bishop Burton College Riseholme Campus, and Tentercroft Street Growth Corridor. Two housing schemes within the Unlocking Rural Housing Programme are also nearing completion. We already have four tenants in the Boole Technology Centre and students are benefiting from new key sector related courses at the Riseholme Campus.

Growth Deal 3 - The Growth Deal 3 funding allocation for the Midlands was made public by Sajid Javid on 9th March alongside the Midlands Engine announcement and totals £29.45m to create jobs and growth for Greater Lincolnshire. Plans in Greater Lincolnshire under Growth Deal 3 include:

- £5 million for a new Centre for Health Science on the University of Lincoln campus.
- £6.5 million Food Enterprise Zones programme.
- A £6.5m Skills Capital Programme
- Gainsborough Growth Project (£4m)
- Junction improvements on the A46 / A15 between Lincoln and Scunthorpe (£2.5m)
- A17 Sutterton Roundabout Pinch Point Scheme (£1m)
- Sleaford Growth Project (£2m)
- Advanced Engineering Research and Development Centre, Lincoln (£1.95m)

3 Growing Places Fund - Green

LEP Board Lead – Andy Orrey

LEP Exec Lead – Cathy Jones

At the start of the financial year (1st April 2016), the balance of the fund for Loans was £5,773,709. Within the 9 month period, the following loans have been agreed Boston Quadrant; Nottingham –Lincoln Rail enhancement; and Legal costs. £1,912,320.30 remains unallocated which can be utilised for further loan investment.

There has been a delay registering LCC's charge against The Lawn as security for the loan to Stokes Ltd, but this is now in hand. Stokes Ltd is expected to begin drawing down the loan as soon as this is resolved.

An expression of interest for a new loan to Haywood Estates Ltd for Grantham Enterprise Village was received and considered at the January Investment Board which agreed to invite submission of a full application.

4 Feasibility Funding - Green

LEP Board Lead Andy Orrey

LEP Exec Lead Cathy Jones

Round 1 - Of the original £216,500 made available for feasibility grants, 5 contract awards were made to the value of £196,500 and a contract for the remaining project is with North Lincolnshire Council for review imminent approval - (A 15 Wider Benefits).

Round 2 The fund was relaunched (value £160,000) and the Investment Board gave approval to fund 5 projects to the value of £160,000 grant towards total project costs of £410,000. Final contracts for signature have been issued to two of the schemes. Comments on draft contracts are awaited from the remaining three approved projects. Press releases are being issued on a phased basis. Unsuccessful bids have been notified. Feedback has been offered and taken up by 3 schemes.

5 Skills – Pending business plan approval

LEP Board Lead – Herman Kok

LEP Exec Lead – Clare Hughes

Two Apprenticeship events are planned for March; these events are aimed at non-levy paying businesses.

The Employment and Skills Board will be recruiting two new board members with the intention of having them in place for the May ESB board meeting

6 ESIF - Green

LEP Board Lead – Pat Doody

LEP Executive Lead – Susannah Lewis

Since the result of the EU referendum, the Chancellor has now confirmed that the Government will guarantee EU Funding for Structural and Investment Fund projects if agreements are signed before the UK departs the EU. New calls for activity are being announced for European Structural and Investment Fund (ESIF) programmes and projects will need to demonstrate that they are in line with domestic strategic priorities and offer good value for money.

Under the **European Regional Development Fund**, calls were announced in January 2017 to support the enhanced access to ICT, enhancing the competitiveness of SMEs, but with a specific focus on projects that support SMEs with high growth potential and promoting investment to address specific risks, including flood risk mitigation. We have already had a good response to these calls and outline applications are currently being assessed.

There are still two areas that have been more difficult to attract the right projects to fit with the EU funding criteria and this is around projects that can contribute to: Supporting the shift towards a low carbon economy and preserving and protecting the environment & promoting resource efficiency. This does reflect problems LEP areas are having nationally and clearer guidance and project support is being provided nationally. Local events focused specifically on these areas are also raising the profile of the calls, but also helping to shape the right projects for the local area as well as meeting EU funding requirements.

There are also three new calls that have been announced under the **European Agricultural Fund for Rural Development (EAFRD)** which provide grants to rural businesses, which are focused around Food Processing, Business Development and Tourism Infrastructure grants. We have had good attendance at the first launch event that we held at the National Centre for Food Manufacturing, Holbeach and we are needing to get the word out to businesses that they grants are available.

Our **4 LEADER programmes**, which cover the Lindsey, Coastal, Wash Fens and Kesteven's Action Zone areas, continue to operate and are accepting applications. These funds provide support for small rural businesses and communities which include: support micro and small businesses and farm diversification, boost rural tourism, increase farm and forestry productivity, provide rural services and provide cultural and heritage activities. Local Action Group Managers are assigned to the LEADER areas to provide support to applicants and promote the programmes.

A series of events were planned to promote the funds the table below shows the remaining events for the next few months:

DATE & TIME	VENUE	EVENT
14 th March 2017 10:00 – 12:00	Brackenborough Hotel, Louth	European Funding Workshop to Promote ERDF Calls with a particular focus on Low Carbon and Protecting/Preserving the Environment
14 th March 2017 13:30 – 15:30	Brackenborough Hotel, Louth	European Funding Workshop to Promote Funds to Rural Businesses (EAFRD and LEADER)
16 th May 2017 AM 10:30 – 12:30	Navenby Village Hall	Kesteven's LEADER Event

20 th June 2017 10:00 – 12:00	The Vine Hotel, Skegness	European Funding Workshop to Promote ERDF Calls
20 th June 2017 13:30 – 15:30	The Vine Hotel, Skegness	European Funding Workshop to Promote Funds to Rural Businesses (EAFRD and LEADER)
18 th July	Stoke Rochford	LEADER Funding Event

7 Greater Lincolnshire Growth Hub - Green

LEP Board Lead Prof Mary Stuart

LEP Executive Lead Samantha Harrison

Figures from April 2015 to 28th February 2017	Number
Growth Hub Adviser Engagements	1127
Business Diagnostics	619
Client satisfaction with Growth Hub Service	93%
Intermediary interactions	179
Businesslincolnshire.com unique users	77045
National Helpline call centre referrals	192
Start-up enquiries to Growth Hub	95
Business Workshops event attendees	309
Sponsored event attendees	4100
Twitter followers	3852
New Jobs created (potential)	434

The Growth Hub's ERDF funded business support offer, Growth Lincolnshire, is now fully operational and has engaged with 358 businesses since it went live in August 2016, mainly through one to one business support. A workshop and events programme has commenced with 6 events delivered to date and 138 attendees. A further 29 events are already scheduled for 2017, across a wide range of topics such as 'Selling Over the Internet', 'Essential rules and regulations for business', 'How to create your business documents to attract investment', etc.

Social Change UK Ltd are delivering The Growth Hub PR & marketing contract which is now in operation and working very well. The social media activity has increased dramatically and also the numbers of businesses signing up to the weekly newsletter. The activity is moving in the right direction and at a faster pace. We are now looking at case studies, including video case studies to be used not only on the website but also for promotion of the Growth Hub. Over the coming weeks, we will be working with Social Change to implement new branding for Business Lincolnshire. This work will include a new Business Lincolnshire logo and colour palette, as well as new stationery and marketing materials which will bring Business Lincolnshire more in line with the GLLEP branding and bring us more up to date, taking into our role now as the Business Lincolnshire Growth Hub. We will also be refreshing the Business Lincolnshire website with the new branding and content as part of this work.

Directors are asked to note the content of the report

Introduction

At your Strategy Awayday in December 2016, Board members had the opportunity to discuss the potential priorities for the GLLEP in the context of the emerging policy framework of the Midlands Engine (ME). Since that discussion, the Government have published the National Industrial Strategy Green Paper, a Housing White Paper and then on 9th March published the Midlands Engine Strategy. Underlying all of this is the continued Government commitment to addressing problems of productivity and seeking to make the economy work for everyone. <https://www.gov.uk/government/publications/midlands-engine-strategy>

The Board has determined to prepare its own Industrial Strategy for Greater Lincolnshire. In this potentially complex policy framework it is important that we identify the connections between the local, LEP, ME and national policy priorities to ensure that we maximise the opportunities to influence policy & delivery beyond the immediate area of Greater Lincolnshire. Ideally we should seek to creating a 'golden thread' connecting the local to national policy. It is evident that in the context of continued pressures on the public finances and the unknown outcomes of Brexit, identifying the most effective means of leveraging resources & policy in support of our own objectives will be vital.

National
Industrial
Strategy

Midlands
Engine Strategy

GLLEP
Industrial
Strategy

Strategic
Economic Plan

Offers & Asks

The Midlands Engine Strategy

The ME Strategy builds on the Prospectus, published last year, that identified 5 headline priorities:

- **Promotion**
- **Midlands Connect**
- **Innovation**
- **Finance for business**
- **Skills**

The Strategy document identifies 3 key weaknesses:

- **A shortage of skilled workers**
- **A regional economy that is fragmented into small, poorly connected areas;**
- **A lack of enterprise and economic dynamism**

The intention is that the Strategy will in time be developed into an Action Plan setting out in more detail the key interventions and initiatives for the region. Some of these are identified in the Strategy document and reflect the priorities in the Local Growth Fund announcement that was made at the same time as the Strategy launch.

The Strategy addresses the perceived weaknesses through 5 headline Objectives:

- **Improving connectivity**

- **Strengthening skills**
- **Supporting enterprise & innovation**
- **Promoting trade & investment**
- **Enhancing quality of life**

SEP Priorities

The revised SEP sets out a clear vision for the GLLEP area in terms of the priorities for growth and Board Members will identify a synergy between the emerging priorities for the ME area and those of Greater Lincolnshire. Whilst the SEP is, inevitably, more locally focused, there is a clear line of connection between the ME priorities and those of growth in key sectors, focusing on new markets and the infrastructure to support growth, and a requirement to address critical skills gaps.

The SEP also includes the important issue of ensuring there is sufficient, appropriate housing to provide for the anticipated growth and whilst this is not specifically addressed in the ME Prospectus there is a reference within the 'Enhancing quality of life' objective and, of course, a Housing White Paper with a clear connection to the infrastructure needs identified in the National Industrial Strategy as reflected in the Housing White Paper.

Our 'Offers and Asks'

In order for the GLLEP to engage fully in the development of the ME Strategy it is important for us to identify the key contributions the area can make to the achievement of the priorities set out in the Prospectus but also those things that as a LEP, Greater Lincolnshire needs to seek in order to deliver both the SEP and a meaningful contribution to the ME Strategy and ultimately the national Industrial Strategy. Our strategic priorities are set out in the SEP but the critical task is to ensure that we are identifying those that can be aligned to ME region-wide priorities or where intervention within Greater Lincolnshire can support the achievement of wider ME objectives.

Because of the structure of the ME Strategy and how this differs from the original Prospectus as well as the structure of the SEP the connections can be complex, but we are trying to draw together the key GLLEP priorities so as to clarify our offers and asks as they relate to the needs of Greater Lincolnshire, this work in progress is set out in the table at Appendix A and will continue to be developed as we progress with the GLLEP Industrial Strategy work.

Conclusions

The GLLEP needs to work with colleagues across the ME area in support of the developing Strategy & Action Plan and there will be further reports back to this Board on progress as well as seeking confirmation of support. Part of that activity will include engaging with businesses across Greater Lincolnshire to ensure that the Strategy reflects the needs of the GLLEP area. One of the key challenges for the ME Strategy is securing a common identity for the 'region' including understanding what is best done at ME area level, what by individual LEPs and what by organisations below the LEP either individually or in smaller partnerships. There is a risk that if everything is aggregated to the Midlands Engine it in fact becomes too vague or atomised to either be delivered or to make the impact on the formation of Government policy.

The purpose of this paper was not to close debate but rather to maintain a dialogue on the contributions that the GLLEP area can make and the requirements we may be seeking in support. As the ME Strategy and Action Plan evolves, representative of the GLLEP Secretariat will be involved and will report back to the Board. At the same time work is being developed to engage with businesses on both the Industrial Strategy & the ME Strategy to both ensure there is an understanding of key priorities but also, as explained in this report, that we make a connection between the local priorities and what is being proposed nationally.

Recommendations

1. Are the 'offers' & 'asks' identified in the report and table the correct ones and are there any others that need to be added?
2. Once confirmed further work needs to be undertaken to develop the detail and then contribute to the development of the ME Strategy & Action Plan, including research and identification of specific requirements;
3. In conjunction with the work on the GLLEP Industrial Strategy, the Board works to engage with businesses in the area to promote the work of ME and the contributions to the Strategy & Action Plan.

**MIDLANDS ENGINE STRATEGY
GLLEP OFFERS & ASKS – DRAFT FOR COMMENT**

Midlands Engine Strategy	Key Issues/SEP Priorities	GLLEP Key Projects
<p>Objective 1: Improving Connectivity Transport connections across the region are often slow and congested, with slow journey times by both road & rail; the Midlands central location within the UK provides an inherent advantage, despite the problems identified; key priorities will be:</p> <ul style="list-style-type: none"> • Connecting the towns & cities of the Midlands to each other • Connecting the Midlands to the rest of the country • Modernising digital infrastructure 	<p>Infrastructure Transport Flood Risk Management Development of key infrastructure projects is critical to supporting logistics & supply chain. This is a particular challenge in Lincolnshire given the nature of business, with large numbers of SMEs and need for investment in roads. The need to do further work on the digital infrastructure to overcome the dispersed nature of Lincolnshire's population and improve broadband access & speeds; the area contrasts with some other parts of ME region and therefore in addition to physical infrastructure consider promoting GLLEP as potential area for a 5G testbed as part of the emerging Action Plan. There are also key challenges around other utilities, in particular power, that are being discussed with Western Power and the County Council, with other partners.</p>	<p>The infrastructure 'ask'</p> <p>Short</p> <ul style="list-style-type: none"> • A46 Coast to Coast Strategic Study • Upgrade of A1 to motorway status • Lincoln Eastern Bypass (underway) <p>Medium</p> <ul style="list-style-type: none"> • A46-A15 Improvements (prep business case) • A1/A46/A17 road junction improvements (prep business case) • Newark North bypass <p>Long</p> <ul style="list-style-type: none"> • Improved ECML linked to HS2 delivery • HS2 connectivity • East-West rail connections • A46-A15 Improvements (delivery) • A1/A46/A17(delivery) • Broadband & digital connectivity • Utilities
<p>Objective 2: Strengthening Skills The Midlands is the home to 20 Universities, and has a 'bedrock of highly skilled, specialist employees in high value manufacturing'; however, the region lags behind on higher level skills, has a high proportion of people with no skills whilst vacancies remain infilled because of a lack of suitably skilled candidates;</p> <ul style="list-style-type: none"> • Launch of Midlands Skills Challenge • Look at innovative approaches to lifelong learning • Seek options to enable transfer of apprenticeship levy funds within the region 	<p>Skills Infrastructure Education sector in Lincolnshire is strong with generally good schools, FE colleges and Universities. But access to skills and training presents a challenge in some more rural areas linked to the need to address infrastructure issues identified above.</p>	<ul style="list-style-type: none"> • Securing take up of apprenticeship opportunities through the new framework, particularly in the key sectors identified in the SEP • Ensuring that the apprenticeship framework addresses the specific needs of SMEs
<p>Objective 3: Supporting Enterprise & Innovation</p> <ul style="list-style-type: none"> • Develop investment proposals for building on existing strengths • Through SLGF support industrial clusters • Review proposals for increasing productivity across supply chains 	<p>Agri-food Low Carbon Economy Manufacturing & Engineering Agri-food has already been identified as a key sector for the GLLEP area for both food security and as a potential export driver but there is the need for further work & investment.</p>	<ul style="list-style-type: none"> • Development of the FEZ and work on agri-technology (LIAT) through the University of Lincoln • Sustained investment in & commitment to innovation and applied research – for example the UK National Centre for Food Manufacturing and LSIP. • Development of employer links with the University for applied R&D

	The University of Lincoln is already engaged with the Midlands Enterprise Universities, collaboration that will support advanced manufacturing & engineering across the region as well as within the GLLEP area.	
<p>Objective 4: Promoting Trade & Investment The Midlands has strong connections with the rest of the world and is an attractive place for inward investment. Immingham & Grimsby ports are identified as key hubs for exports, adding to strong performance in exports across the region.</p> <ul style="list-style-type: none"> • Midlands Engine Trade & Investment Programme • Midlands Engine Investment Portfolio launched at MIPM • Midlands Engine Trade Summit held March 2017 	<p>Ports & logistics The ports at Immingham and Boston provide a key export route for the whole of the ME region & are identified as providing some of the best shipping ports within the UK in Gtr Lincolnshire. With an increasing importance post-Brexit with emphasis on increasing the value and volume of exports.</p>	<ul style="list-style-type: none"> • The infrastructure 'ask' • Supporting and promoting the ME Trade & Investment Missions; including the Trade & Investment Programme within the ME Strategy. • Requirement for further investment in the sea wall at Immingham Port • Investment in strategic infrastructure projects to increase capacity & competitiveness of ports, including projects listed under Objective 1 to improve road & rail infrastructure.
<p>Objective 5: Enhancing Quality of Life Attracting skilled workers (alongside inward investment) is critical to supporting productivity & growth.</p> <ul style="list-style-type: none"> • Increasing housing supply through measures in the White Paper • Supporting the visitor economy, currently worth £6.33bn (2013) 	<p>Visitor Economy Health & care Ensuring that there is a sufficient supply of housing in the right locations will be critical to supporting the other measures to address productivity & growth. Working with the emerging Local Plans to support sustainable development. Visitor Health & care is identified as an emerging growth sector reflecting the changing demographics as well as enhancing quality of life. The Lincolnshire visitor economy represents a key growth sector.</p>	<ul style="list-style-type: none"> • Spitalgate Garden Village, South Lincolnshire • Unlocking strategic housing development sites through key infrastructure projects • Support the visitor economy through supporting accommodation developments, major events and attractions. • Development of a ME-wide approach to developing the visitor economy through a single funding mechanism.

Appendix B

Midlands Engine Strategy Workshop Summary of Identified Interventions:

Trade and Investment

- Address the fundamental barriers that hold back trade and investment, ie, sties, infrastructure (energy and digital), connectivity and skills/labour markets
- Collaborate on a pan-Midlands offer around inward investment and trade/exporting
- Develop and use better intelligence about target markets for investment and horizon-scanning for Midlands companies (particularly medium sized companies)
- Increase the appetite for exports (and growth) amongst Midlands companies
- Diversity export focus into emerging markets (with growth potential) to reduce reliance on EU and US markets

Skills (and Labour Market)

- A labour market observatory to generate intelligence on supply and demand of human resources, training requirements, skills shortages for priority sectors. The observatory would need to 1) offer a fore-sighting role to help employers and learning providers better prepare for upcoming skills and training requirements and 2) a mechanism for supply-chain driven skills/learning initiatives driver by major employers
- A collaborative training practice service to generate lessons on successful delivery of education, learning and careers advice, which can co-ordinate/facilitate expansion of successful services across the Midlands
- Enhanced careers advice service in schools and FE offering relevant quality advice to leavers, including a UCAS type system linking to higher level vocational opportunities and apprenticeships, and stronger promotion of vocational training and STEM careers, especially in priority sectors
- Exploratory work with regional businesses to scope out value a feasibility of some sort of Apprenticeship Levy retention

Business Environment

- A large-scale firm level manufacturing support service, based on lessons from successful schemes, clear diagnostics, long term relationships with honest brokers and including succession planning for existing businesses.
- Consolidate grant funding alongside enhanced Venture Capital and Angel investment provision, particularly for early stage high growth companies and to facilitate buy-outs in strategically important sectors of businesses with unrealised growth potential
- Explore and trial regional approaches to improve power supply infrastructure
- Digital connectivity for business programme to drive roll-out of new generation technology in target priority locations

The LEP Board asked the executive to look into what provision and gaps there are across the area in respect of careers education information advice and guidance for young people, with particular reference to employer engagement, work experience and industry insight. Board Members will recall that there have been a number of discussions at the Employment and Skills Board, and at the LEP Board in relation to this matter. people

The accompanying report highlights the main gaps and challenges as:

- Lack of employer engagement in schools
- Lack of knowledge in some schools about the range of jobs and careers in the local area
- Lack of resource in some schools to co-ordinate (and access) the large range of free career schemes
-

Of particular note for this meeting is that the Greater Lincolnshire LEP is now the only LEP in the country not to sign up to the scheme managed by the national Career and Enterprise Company. Officers are meeting the CEO of the Career and Enterprise Company at the end of March to discuss this and to work through options that are right for Greater Lincolnshire.

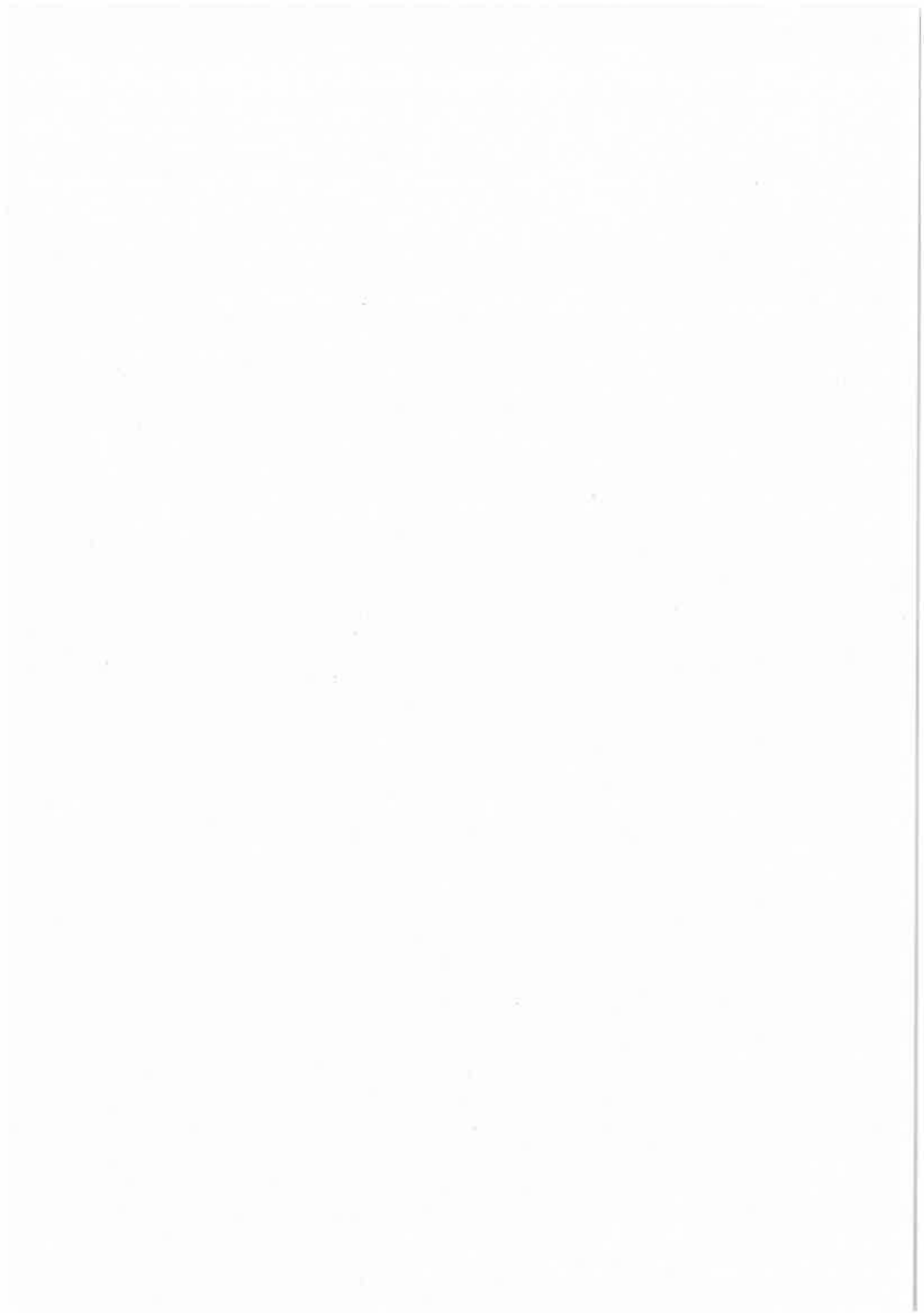
LEP Action

The LEP through the Employment and Skills board is already undertaking some action in this area, namely,

- An impartial 'audit' that the Employment and Skills Board is commissioning shortly will provide further understanding of the scale of these challenges locally.
- A new online platform has been commissioned, building on the Aspirations school publication created by the Employment and Skills Board and Lincolnshire County Council. This will provide a platform for local employers to provide information about their business; their sector, and the careers within them.
- A number of short films showing skilled jobs within the agri-food sector have been commissioned by the Employment and Skills Board and Food Board so that schools (and others) can access this information without having to arrange times for several employers to visit their premises.

Directors are asked to consider the following recommendations:

- Note and discuss the attached report
- There are a number of solutions available, so the LEP should charge the Employment and Skills Board with exploring alternative and innovative ways to address the challenges identified in the report
- Additionally, officers to discuss Lincolnshire needs with the Career and Enterprise Company when they meet later this month and return to the Board if approval is needed.



Overview for GLLEP of Careers Education Information Advice and Guidance (CEIAG) for Young People

March 2017

Background and Introduction

Over the past five years there have been a number of changes to the way careers guidance for a young person is delivered. Until 2012, responsibility rested with local authorities and was delivered through the Connexions service.

This has now changed, and the statutory duty requires school governing bodies to ensure that all registered pupils at a school are provided with independent careers guidance from year 8 (12-13 year olds) to year 13 (17-18 year olds).

The governing body must ensure that the independent careers guidance it provides:

- Is presented in an impartial manner.
- Includes information on the range of education or training options, including apprenticeships and other vocational pathways.
- Is guidance that the person giving it considers will promote the best interests of the pupils to whom it is given

The guidance also outlines the responsibility of governing bodies which is to provide clear advice to the head teacher on which they can base a strategy that is appropriately resourced and meets the legislative requirements. Governing bodies should be guided in their advice by referring to the leading principles of "good" careers guidance.

Furthermore schools need to align these principles with the specific needs of the pupils within their schools and develop their strategy accordingly. Schools will be expected to work in partnership with employers and providers to ensure that students have access to the world of training and work.

Schools will be able to "buy in" impartial and independent CEIAG, for example from:

- the local authority
- a careers guidance company
- a sole trader/individual careers adviser
- a social enterprise formed by several careers advisers
- an EBP (Education Business Partnership)
- an FE college student services department
- a local partnership of schools + sixth form college
- a university careers service

More recently, in 2014, the Government announced the creation of a new national organisation, the Careers & Enterprise Company, to "transform the provision of careers education and advice for young people and inspire them about the opportunities offered by the world of work".

The Government is working on a policy refresh and planning to publish a careers strategy by the end of 2017. The aim of the strategy is to *set the vision to 2020* and will cover careers provision for all ages.

This policy is likely to be informed at least in part by various reports that have been published over that last couple of years.

The Gatsby Report:

In 2014, The Gatsby Foundation commissioned Sir John Holman to examine what pragmatic actions could be taken to improve career guidance in England's secondary schools. The report identified 8 key benchmarks that identified what "good" careers guidance looks like.

Table 1:

A Stable Careers Programme	Every school and college should have an embedded programme of career education and guidance that is known and understood by pupils, parents, teachers, governors and employers.
Learning from Career and Labour Market Information	Every pupil, and their parents, should have access to good quality information about future study options and labour market opportunities. They will need the support of an informed adviser to make best use of available information
Addressing the Needs of Each Pupil	Pupils have different career guidance needs at different stages. Opportunities for advice and support need to be tailored to the needs of each pupil. A school's careers programme should embed equality and diversity considerations throughout
Linking Curriculum Learning to Careers	All teachers should link curriculum learning with careers. STEM subject teachers should highlight the relevance of STEM subjects for a wide range of future career paths.
Encounters with Employers and Employees	Every pupil should have multiple opportunities to learn from employers about work, employment and the skills that are valued in the workplace. This can be through a range of enrichment activities including visiting speakers, mentoring and enterprise schemes
Experiences of Workplaces	Every pupil should have first-hand experiences of the workplace through work visits, work shadowing and/or work experience to help their exploration of career opportunities, and expand their networks.
Encounters with Further & Higher Education	All pupils should understand the full range of learning opportunities that are available to them. This includes both academic and vocational routes and learning in schools, colleges, universities and in the workplace.
Personal Guidance	Every pupil should have opportunities for guidance interviews with a career adviser, who could be internal (a member of school staff) or external, provided they are trained to an appropriate level. These should be available whenever significant study or career choices are being made. They should be expected for all pupils but should be timed to meet their individual needs.

Parliamentary Sub-Committee on Education, Skills and the Economy inquiry 2016

Recently, Careers education, information, advice and guidance (CEIAG) has also been the subject of a Parliamentary Sub-Committee on Education, Skills and the Economy inquiry. Its report, published in July, made a number of recommendations to improve provision and create a careers system, which prepares young people for their future lives and provides a skilled workforce for the economy.

This report also highlights the importance of LEP's - *"The Government should ensure that Local Enterprise Partnerships have the capacity—and are encouraged—to provide up-to-date, good quality labour market information to schools, colleges and careers professionals in their area"*.

See link for full report:

<https://www.publications.parliament.uk/pa/cm201617/cmselect/cmese/205/205.pdf>

Local Government Association

The LGA wants to see careers guidance commissioned locally and to be managed by local authorities. They have set out their guidelines for effective commissioning of CEIAG through a devolution process.

Broadly this would mean ensuring groups of councils play a critical role in:

- Creating a devolved mainstream skills system, which helps people of all ages enter and progress in the jobs market. This includes: 16-18 funding, further education, adult skills, apprenticeships and high level skills, underpinned by coherent local careers advice.
- Delivering a locally-responsive engagement system to help people who require extra support to enter, get back into, or progress in work.

Standards and Quality in CEIAG

In developing careers provision for pupils, there are currently three aspects of quality assurance that schools should take into consideration:

- **The quality of the school careers programme.** The Government recommends that all schools should work towards a quality award for careers education, information, advice and guidance as an effective means of carrying out a self-review and evaluation of the school's programme. The national validation, the Quality in Careers Standard, will assist schools to determine an appropriate quality award to pursue.
- **The quality of independent careers providers.** The recognised national quality standard for information, advice and guidance (IAG) services is the Matrix Standard. To achieve the Standard, organisations will need to demonstrate that they provide a high quality and impartial service.
- **The quality of careers professionals working with the school.** The Career Development Institute has developed a set of professional standards for careers advisers, a register of advisers holding postgraduate qualifications and guidelines on how advisers can develop their own skills and gain higher qualifications. The main qualifications for careers professionals are the Qualification in Career Guidance (QCG) (which replaced the earlier Diploma in Careers Guidance) and the Level 6 Diploma in Career Guidance and Development.

Benchmarks

The Gatsby Foundation have been working together with Sir John Holman to develop the Gatsby Careers Guidance Benchmark and with the Careers and Enterprise Company to produce the Compass self-assessment tool which offers schools an effective way to compare their provisions against the 8 benchmarks outlined within the Gatsby Report.

The North East LEP region is the first in the country to pilot the National Career Benchmarks and the government is expected to announce this will form part of new statutory guidance for schools in delivering careers advice. Sixteen schools and colleges in the North East LEP area are currently taking part in the national pilot, which comprises of two years' intensive careers activity with schools, colleges and local businesses as well as four years of data collection, gathered and analysed by an independent evaluator.

Ofsted

Ofsted inspectors will take account of the quality of independent careers guidance and of students' destinations in making their judgement on the leadership and management of the school and, if applicable, a separate judgement on the sixth form.

What CEIAG is freely available?

National Careers Service:

The national post-16 course directory has been updated and is available on the National Careers Service website. The post-16 course directory is the Department for Education's database of the learning opportunities it funds. It contains information from over 2,200 learning providers including colleges, training providers and local education authorities.

The course directory is available to help young people and adults make informed choices about their education and training options. The Government has set an expectation on all providers of education and training for 16-19 year olds to include their Government funded courses on the national course directory.

Free CEIAG Schemes & Initiatives – (see Appendix 1)

Appendix 1 highlights a range of funded careers related initiatives that are available to schools across Greater Lincolnshire. We don't know however, the number of schools that actively engage these schemes. Furthermore, we have met or spoken with several organisations providing these initiatives and many are telling us that they have challenges building relationships with schools in the Greater Lincolnshire area that they don't necessarily have in other areas.

Following conversations with Enterprise Co-ordinators in other LEP areas, we know that they spend a lot of time helping schools to understand the range, volume and relevance of the careers related support that is available to them.

Furthermore, our conversations with schools reveal that some would like to participate more with careers initiatives but simply struggle to find the internal resource to facilitate them as there is no provision for back filling teachers or support workers.

The Career and Enterprise Company

Established in 2015 through the Department for Education, following the publication of the 'Enterprise for All' report by Lord Young that many LEPs contributed to, this new employer-led company has been funded to transform careers and enterprise provision in schools.

Its mandate is to unlock the potential of young people (aged 12-18) by strengthening links between schools and colleges, employers and careers and enterprise bodies. It will develop a digital enterprise passport, administer a £5m investment budget and support a network of advisers.

The CEC is not a delivery company. It facilitates others to deliver solutions.

One of the first things the CEC did was invite LEPs to submit proposals to secure match funding for a pilot programme: Enterprise Advisor Network. This model is described in Appendix 2.

The decision to wait until Phase 2 of the pilot was highlighted and discussed at the Employment and Skills Board meeting in September 2015.

To date, the Greater Lincolnshire LEP has not recruited any Enterprise Co-ordinators and we are now the only LEP area not to have done so (the penultimate sign up was as the end of 2016).

Greater Lincolnshire LEP has sought feedback from other LEPs to help build a picture of how the Enterprise Advisor Network is working in other areas:

- **SEMLEP:** Have employed 3 Enterprise Co-ordinators – 1 is an experienced careers teacher, 1 worked within a Housing Association on a Careers in the Community project and 1 formerly worked for the Job Centre. The advisors were divided up by geographic area. SEMLEP were part of the original CEC pilot and are some way down the line with this project. Approximately 70% of schools across the area signed up to having an Enterprise Adviser and around a third of schools have now disengaged from the project. Advisers have noticed an increase in provision within the marketplace and that schools are feeling aggressively targeted by many organisations offering careers related services. SEMLEP confirmed that they provide labour market intelligence – specifically around priority sectors.

- **Humber LEP:** Have a co-funded model with North & North East Lincolnshire Councils which allows them more flexibility to achieve economic objectives. They currently have two enterprise co-ordinators covering the North and South Bank of the Humber. This has the potential to work well but they don't feel that they require more than two EC's.

They have seen a huge differential between schools that deliver a good CEIAG offer to those that are offering very little. Special schools are finding the delivery of careers advice less of a priority than mainstream schools.

Schools are keen to work with one or two larger, well known employers but are more reluctant to work with a range of SME's and that is a challenge due to exhaustion of large employers willing to commit to working with schools. EC's will have to be more creative about the EA model and the networks they create.

- **Cornwall & Isles of Scilly LEP:** ran the Enterprise Advisor pilot and learnt a lot of lessons from it so they have taken their time to start the EA programme. It's only really been established since May last year. They are finding CEC receptive to proposals to align their programme to better suit their needs.

They've have had some challenges with implementing the EA model as set out by the CEC due to the prevalence of small schools & employers with limited capacity, and resources, and the difficulties of delivering in a large rural county.

They have 'improved CEIAG' cited within their devolution deal, which has proved a useful lever to work with the CEC on a more flexible model for Cornwall moving forward. They have also developed Cornwall Careers Offer which articulates the framework for improving CEIAG across the county for which they see EC's as a core part of the infrastructure.

Separate to the Enterprise Advisor Network, a £5m investment fund was launched last autumn and organisations were invited to submit bids to deliver innovative and scalable activity within schools. There were a number of bids covering the Lincolnshire area although there was no requirement prior to submitting bids for the LEP to be involved. Following shortlisting LEPs were invited to comment on the bids and to participate in the interview process. The GLLEP fully engaged in supporting the CEC with this process. At the time of writing this paper the winning bids have not been announced.

For further information on the CEC see <https://www.careersandenterprise.co.uk/>

What are young people telling us?

ASPIRES – A Longitudinal Study (30,000 students over 10 years)

The ASPIRES study is a 2 phase, ten year longitudinal research project studying young people's science and career aspirations. The project started on 1st February 2014, is based at Kings College London and is funded by the Economic and Social Research Council.

The first study tracked the development of young people's science and career aspirations from age 10-14 (from 2009-2013). The study found that most young people, from primary through to secondary, find school science interesting. However, **interest in science does not translate into post-16 participation and careers** – with only 15% of 10-14 year olds interested in becoming a scientist.

The study highlighted the following conclusions around science related careers guidance but is also deemed relevant to careers guidance in general:

- Information provided was too little, too late in many cases.
- Differential provision between higher achieving pupils compared to those in disadvantaged areas
- Expectation on self-referral – that science students would identify themselves
- Lack of personalisation and relevance – the advice provided was too general
- Guidance was too biased/partisan – weighted towards continuation in 6th Form and academic routes.
- Preference for other sources of guidance – mentors, peers, parents etc.

For further details, please see the [ASPIRES report](#).

Current activity

A range of schemes have been developed or piloted by local authorities and the Employment and Skills Board in both LEP areas across Greater Lincolnshire over the last five years. Of particular note is the Humber LEP's Bridging the Gap website and careers Gold Standard benchmark, Lincolnshire's Aspirations schools publication highlighting information about local industry and sectors and Careers Conferences, and Apprentice Champions projects in both LEP areas.

The Employment and Skills Board for Greater Lincolnshire has worked with many of the organisation who providing free support to schools by giving them vital information about industry.

Current GL LEP activity through its Employment and Skills Board includes:

CareerNet - commissioned by the ESB using ESF funds, a project for unemployed people aged 18-24 that includes a programme of events and motivational speakers from the LEP area to inspire young people about jobs, key sectors and careers. An element of tracking these young people will enable the LEP to understand more about barriers into work for this specific age group. The aim of this project is to overcome the challenge that young unemployed people often say there are no jobs in Lincolnshire.

Agri-Food Careers Film – the ESB, working with the LEP's Food Board have commissioned a film about higher level skills and exciting careers in the Agri-Food sector that will be available for schools and others to view whenever they want, overcoming one of the challenges that schools are not able to engage with many different employers.

The World of Work – developing the concept of the Aspirations booklet, this is a new Greater Lincolnshire website that will be developed over the next six months using ESF funds, a platform for employers to use to highlight careers, skills needs, case studies, challenging myths about local jobs and industry sectors. The ESB is leading this project, and employers will be asked to share or develop content.

Support to the Careers and Enterprise Company – helping them evaluate schemes bidding for national funding

'Audit' of local schools – an impartial fact finding assessment of local schools to understand the level of employer engagement in place will be commissioned shortly. We know that some schools do it really well and we know that other schools face a range of barriers in doing it. This exercise will the LEP help understand where the greatest challenges lie.

Where are the gaps?

As highlighted in previous LEP Board papers, there appear to be a number of barriers or gaps in terms of CEIAG:

1. Co-ordination of the national offer

Appendix 1 highlights a complex web of national organisations offering free support to schools, if they choose to access it. LEPs are already asked to get involved in some of this provision, by adding information about local sectors and officers supporting the Employment and Skills Board have undertaken this. In addition there are hundreds of providers and websites in the marketplace with a service offer. Many schools will not have a dedicated member of staff co-ordinating these schemes and so it's likely that students will not have access to more specific careers related information within sectors, for example.

2. School – Employer Engagement

Schools and businesses are not necessarily gravitating towards each other and there may be a need to facilitate this process. There are a number of schemes that promote business ambassadors or mentors that can offer time to work in schools but unless schools know about the scheme and its viability from a geographic and financial perspective then the school is unlikely to engage.

There are over 90 secondary schools with the Greater Lincolnshire area, facilitating activity described in 1 and 2 on a one to one basis with each school should not be underestimated.

3. Local Labour Market Information

Schools and students are not sufficiently aware of the industry and jobs that are available locally. National data (job vacancies, average pay, future growth forecasts) has limitations and can be misinterpreted resulting in negative perceptions about locally important sectors. The public sector is a good example where access and information into job and career opportunities is still difficult to navigate and pathways into those careers is not always apparent. School teachers do not have the skills to advise students on specific pathways into particular sectors and this is where industry needs to align itself closer to schools in order to facilitate this gap in the process.

The World of Work project highlighted on the previous page aims to overcome this. This is an area that the LEP may wish to champion or lead.

4. Quality Assurance and Benchmarking

Schools need to be incentivised to bring their CEIAG provision up to a certain standard. It is likely in the future that Ofsted's role will be strengthened to enable the downgrading of schools based on the effectiveness of their provision.

Furthermore, due to a complicated matrix of careers quality standards for schools, providers, and other independent professionals it is not clear how we can effectively benchmark schools in order to ascertain "what great CEIAG looks like" and where there might be challenges or ineffective provision.

What role does the LEP have in CEIAG?

Data and Intelligence

The government would like LEPs to play a bigger role in providing "up-to-date, good quality labour market information to schools, colleges and careers professionals in their area".

Our experience to date shows that labour market information available nationally does not provide the level of detail that would help young people and parents make decisions about local jobs or careers. Job vacancy data and trends are not freely available, and data available to schools in the past was based on jobs advertised at the Job Centre.

Employers have a critical role to play in helping young people understand more about the jobs they have and the skills they need. However schools have a challenge in that even if they work with some local businesses, they cannot invite all local businesses to meet students on a regular basis.

The Employment and Skills Board has purchased a licence to a database that can provide data and trends on all job vacancies that are advertised (as long as they are advertised online somewhere). A trial of this data has shown it to be far more useful than anything previously available.

Employer Engagement

The previously mentioned impartial 'audit' of schools will be undertaken to better understand who many schools do this already, how many schools do not, and the reason why they do not.

This will provide valuable local data to the LEP and is intended to inform and focus the LEPs' attention to schools or areas where issues or gaps may need to be addressed more proactively. There are over 90 secondary schools across the Greater Lincolnshire area.

We fully recognise that schools may be reluctant to participate in this review as they already feel targeted by other organisations and the LEP will need to give some thought as to how we incentivise schools to participate.

The Enterprise Co-ordinator role proposed by the CEC will not directly increase employer engagement with students. The role of the Enterprise Coordinator is to introduce volunteer Enterprise Advisors (employers) to schools management teams.

The LEP may want to consider recruiting an Enterprise Co-ordinator to work with schools that currently have no employer engagement at all, something we will find as a result of the 'audit'.

The LEP may also want to consider innovative ways to help schools and employers 'meet' each other.

The Careers & Enterprise Company – Enterprise Co-ordinator and Enterprise Advisor Model

LEPs have been asked by the Careers and Enterprise Company (CEC) to co-fund Enterprise Co-ordinator/s with an approximate salary cost of £30-40k per advisor. Each Enterprise Co-ordinator is expected to manage relationships with a maximum of 20 schools and is required to provide the CEC with data on performance.

The CEC offered a 50% contribution in the first year with some kick start funding for indirect costs (circa £50k). No money can be given directly to schools.

Some LEP areas have obtained the match funding from Local Authority budget rather than LEP. For example in the Humber, North and North East Lincolnshire each contribute 25% towards their EC. Greater Lincolnshire LEP may wish to consider procuring a financial contribution from another key stakeholder from either the private or public sector.

A private sector contribution could spearhead the development of Enterprise Adviser "clusters" from specific priority sectors. For example if Lindum Construction part sponsored an Enterprise Co-ordinator they could negotiate with the Careers and Enterprise Company that a proportion of volunteer Enterprise Advisors are recruited from the construction industry.

In Greater Lincolnshire this may work quite effectively with food manufacturing in the south, visitor economy on the east coast and ports and logistics in the north, for example.

Background and skills required from an Enterprise co-ordinators: some LEP areas have recruited people with a careers related background; former careers professionals or teachers. Others, including schools look for someone with effective and inspiring ideas and in particular time saving and creative solutions to careers delivery. Whilst a careers professional may have existing contacts within schools and an ideas of what good careers AIG should look like, this isn't necessarily what the schools want.

At an early stage in the process the LEP should be clear about the 20 schools that an EC will be working with based on elements such as:

1. Ofsted reports
2. Attainment levels
3. Progress 8 results
4. Deprivation

Two LEPs have observed the same schools being bombarded with all of the funded initiatives and schemes.

The "drop out" rate of schools that were involved in the earlier pilot projects is a concern. One LEP we have spoken to suggesting that up to a third of schools that were matched with an Enterprise Adviser were now disengaged from the process.

In the absence of an Enterprise Adviser, schools say that they want more inspiring governance from businesses and furthermore they want governors to play a more pro-active role in engaging employers.

Conclusion

There is a large amount of information available about how professionals should deliver Careers Education, Information, Advice and Guidance (CEIAG), and there are a large number of free schemes available to schools. Yet young people are still not aware of the variety of jobs, careers or the importance of business and industry in their areas.

The challenge appears to be that where CEAG is delivered (and delivery is not across the board), there is a lack of good quality, local information about a range of businesses, sectors and potential career paths within them. There is therefore a clear need for more information and intelligence from local industry and businesses to be heard by young people, as well as teachers and parents.

Information collected so far suggests that some schools struggle to release their teachers, and students for time on CEIAG, and the impartial 'audit' that the Employment and Skills Board will commission will help understand more about these barriers.

The Career and Enterprise Company model is working in some LEP areas, but it is not directly addressing the challenges that are described here.

The LEP is already taking action in a number of areas and should consider what further action it feels able to take.

Appendix 1

Free Career Education, Information, Advice and Guidance Support Available to Schools and Learners

The Offer	From who	Offer Detail	Contact Details
National Careers Service Information and advice to young people over aged 13 via web and enquiry line	<i>Funded by BIS through the Skills Funding Agency.</i>	The National Careers Service provides information, advice and guidance across England to help individuals make decisions on learning, training and work. The service offers confidential and impartial advice and is supported by qualified careers advisers The service also provides a good range of on-line tools and resources for teacher to access.	Post: National Careers Service PO Box 1331 Newcastle Upon Tyne NE99 5EB Phone: Call 0800 100 900 to speak to an adviser (8am to 10pm, 7 days a week). Calls are free from landlines and most mobile numbers. Text: Send a message to 07766 413219 for simple information like telephone numbers or addresses. We can't open pictures sent by text.
Jobcentre Plus Support for Schools Advice and support to 12-18 years olds Support to schools to provide labour market information	<i>Funded through DWP Brokered by Enterprise Advisers Careers & Enterprise Company Delivered by work adviser within Job Centre Plus</i>	Local Job Centre Plus advisers will offer 12 to 18 year old pupils insight into the world of work, advice on options like traineeships and apprenticeships, and information about the labour market. Local advisers will help schools to offer high quality work experience opportunities so that young people can gain direct insights into what potential employers are looking for. Each school will decide what level of support they want.	A network of CEC Enterprise Advisers (EAs) will work directly with the leadership of individual schools and colleges (one adviser per school/college) to help develop effective engagement plans with employers and other sources of support – including Jobcentre Plus. JCP support will hence comprise one element in the wider toolkit of support that the CEC will facilitate for schools. Contact details TBC.

Cegnet An independent, on-line resource for teachers and careers professionals delivering advice and guidance	<i>Supported and hosted by the charity Adviza</i>	<p>The website is used as a blog for information relating to careers advice and guidance. This ranges from information on the latest initiatives, through to the latest news about funded activities within specific areas.</p> <p>Cegnet was established by VT Careers Management (now Babcock) in 2001 as part of a DfE funded national support programme for CIAG. The website is edited by Anthony Barnes an independent careers consultant.</p>	www.cegnet.co.uk
Apprenticeship Ambassadors Network This is an employer-led body sponsored by the Skills Funding Agency in England. Its remit is to encourage more employer's to become involved in apprenticeships in England.	<i>Supported through the Skills Funding Agency</i>	<p>The Network has presented Honorary Apprenticeship Awards to prominent people who have served an Apprenticeship and/or have had significant involvement in work based learning or achieved success via social enterprise or their profession. These Honorary's in turn then act as role models for young people and other employers.</p>	For further information please: Email: Julie.Foster@sfa.bis.gov.uk
Industrial Cadets An 8 week programme of work experience with an accreditation as an Industrial Cadet at the end. The majority of employers are large blue chip companies. UK wide initiative	<i>Inspired by HRH Prince of Wales Managed by the Charity EDT (Engineering Development Trust) Co-funded by UKCES</i>	<p>A national industry-led accreditation designed to enhance workplace experiences for young people.</p> <p>Industrial Cadets works with UK employers to create a talent pipeline and a future skilled workforce, whilst helping young people to develop the skills they need to enter industry with confidence.</p> <p>Providing a flexible framework for all sizes of employers to enable them to run accredited workplace experiences, Industrial Cadets ensures that young people aged 11-19 can develop the skills they need during these programmes, giving them a valuable workplace experience and a nationally recognised award at the end.</p>	Contact: Christina Bond, Area Employer Engagement Manager Email: c.bond@etrust.org.uk Website: www.industrialcadets.org.uk Mobile: 07787423961
Project Lumen Development of a mentoring "community" bringing	<i>Funded by the Careers & Enterprise</i>	<p>In January 2016, the Government announced the launch of a national mentoring campaign that will connect a new generation of mentors to pre-GCSE teens at risk of</p>	Post: Laura Hopton The EBP

together students, schools & colleges, employers and mentoring organisations	Company Delivered by EBP, Lincoln	disengaging and under-performing. The Careers & Enterprise Company is delighted to have been asked to provide a coordinating role in this important mission.	Greetwell Place Lime Kiln Way Lincoln Email: laura.hopton@the-ebp.co.uk Phone: 01522 574160.
Lincolnshire Outreach Network A partnership of higher education institutions within Greater Lincolnshire	<i>Greater Lincolnshire Universities and Colleges The Government has provided £22 million for the NNCO scheme over academic years 2014-15 and 2015-16 with the project itself being managed by HEFCE</i>	The National Networks for Collaborative Outreach (NNCO) scheme aims to encourage more under represented young people into Higher Education (HE). It brings together Universities and Further Education Colleges into local networks to provide coordinated outreach to schools and colleges.	Post: Lincolnshire Outreach Network 2nd Floor Minerva Building Brayford Pool Lincoln LN6 7TS Phone: 01522 886247 Email: lincsoutreach@lincoln.ac.uk
Business In the Community Offer a number of practical ways for businesses to work together and take action to help tackle some of the key issues facing society. There are a range of careers related initiatives that schools can access for free.	<i>Sponsored by the The Princes Responsible Business Network</i>	Careers Lab: aims to bridge the gap between schools and industry by getting more businesses into the classroom to deliver inspiring careers lessons side-by-side with teachers, helping young people to think more widely about their working life. Business Class: Includes a needs analysis in which the school's objectives and priorities related to four key areas are identified. These are; Leadership and Governance, Curriculum, Enterprise and Employability, Wider Issues. Businesses interested in joining the program identify what they would like to achieve through partnering with a	Post: 3rd Floor 30 – 34 Hounds Gate Nottingham, NG1 7AB Phone: 0115 924 7400

		school. Suitable school-business matches can then be identified and partnered. With the support of an Education Manager they then create an Action Plan for their partnership, this sets out their objectives for the partnership and the activities they will deliver to achieve them.	
Barclays Life Skills	Barclays Bank and a range of partners	<p>Life Skills works with teachers, parents and businesses to help young people:</p> <p>Build a job-hunting toolbox Find out how social media can supercharge a CV, get tips for creating strong covering letters and LinkedIn profiles, and practice interview techniques.</p> <p>Identify skills Interactive challenges help identify and develop personal skills – with useful advice on selling these skills to employers.</p> <p>Gain experience Offered by businesses, organised by teachers and driven by young people – by working through Life Skills online, they'll unlock valuable work experience.</p> <p>Be inspired Our YouTube Channel features real Life Skills experiences from top UK vloggers and tips on presenting yourself online.</p>	<p>Website: www.barclayslifeskills.com</p> <p>Phone: 0330 041 5585</p>
Inspiring the Future Volunteers from Apprentices to CEO's pledge just one hour a year to work in a state school or College near where they live or work to talk to young people about	<i>Funded by Education and Employers Taskforce</i>	<p>Established in 2012, the programme connects volunteers and teachers through a secure website. Teachers and governors use filters to find volunteers from industry that can deliver specified activities within schools including mentoring, careers talks, CV writing, interview techniques etc.</p> <p>The charity has now expanded to cover primary schools and they also run a variety of campaigns and themed</p>	<p>Post: Education and Employers Taskforce Quantum House 22-24 Red Lion Court Fleet Street London EC4A 3EB Email:</p>

their job and career route.		weeks aimed at encouraging employers and volunteers from specific sectors, professions or geographic locations to sign up and work with schools and colleges.	<p>enquiries@inspiringthefuture.org</p> <p>Phone: 0207 566 4880</p> <p>Website: www.educationandemployers.org</p>
Founders4Schools	Sponsored by <i>Barclays and the Careers & Enterprise Company</i>	<p>Founders4Schools' mission is to improve the life chances of students by giving them access to inspiring business leaders in their community who help them discover the skills and pathways that will be relevant when they leave education.</p> <p>It is a FREE nationwide service that enables teachers to connect with leaders of successful, growing businesses to invite them to visit their schools and inspire their students.</p> <p>They want all students in the UK to be well-informed about their future options, motivated to succeed and to lead enterprising lives.</p>	<p>Post: 101 Euston Rd, Kings Cross, London NW1 2RA</p> <p>Website: www.founders4schools.org.uk</p>
Start Program	<i>U-Explore</i>	<p>Start is an innovative and easy-to-use careers guidance software helping young people make better and more informed choices about their career path. Connected to live labour market information and course data, Start allows users to create a personal profile which generates suitable jobs, qualifications and new destinations to explore. Ideal for schools and colleges, students and parents, Start is free to use.</p>	<p>Post: Round Foundry Media Centre Foundry Street Leeds LS11 5QP</p> <p>Email: info@u-explore.com</p> <p>Phone: +44 (0) 113 276 8080</p>
Careersbox Careers films on the web	<i>Careersbox</i>	<p>Careersbox is a free on-line library of careers related film, news, information. As the preferred new digital media partner to the Institute of Careers Guidance, the largest careers body in the UK, Careersbox aims to deliver the</p>	<p>Post: The Old Depot 31c Clifton Road Cambridge</p>

		right information at the right time to careers advisers and job seekers	<p>CB1 7EB</p> <p>Phone: 01223 410333</p> <p>Email: info@careersbox.co.uk</p> <p>Website: www.careersbox.co.uk</p>
Career Ready	<i>Career Ready plus stakeholders, funders and partners</i>	<p>Career Ready is a UK wide charity linking employers with schools and colleges to open up the world of work to young people.</p> <p>They offer a structured programme of employer engagement that enables schools and colleges to meet their statutory duty for careers. They have worked with experts in education and business to develop high quality, employer-endorsed materials, which deliver a set of Skills for Career Success to help students compete with the best in the country.</p>	<p>Post: 25 Canada Square Canary Wharf, London E14 5LB</p> <p>Phone: +44 20 7986 5494</p> <p>Email: info@careerready.org.uk</p>
National Careers Week	<i>RBS</i>	<p>NCW is run as a not-for-profit company established to promote the importance of good careers education in schools and colleges, founded and backed by a number of volunteers with a wealth of experience from education, business and careers guidance.</p> <p>NCW helps to empower schools, colleges, Universities, Teachers and Careers Professionals across the UK to champion quality CEIAG for at least one full week every year, irrespective of their current activities or lack of funding and resources in this area.</p>	<p>Email: info@nationalcareersweek.com</p> <p>Website: http://www.nationalcareersweek.com</p>
Careers Inspiration One to one support to 5 Lincolnshire schools per year (3 years) to help them	<i>Funded through the National Careers Service Delivered by</i>	<p>A small project called Careers Inspiration is delivered across the region by Futures Nottingham. The purpose of Careers Inspiration is to provide information and guidance to schools to make them aware of the range of services that</p>	<p>Post: Head Office: Futures 2A Sherwood Rise Nottingham</p>

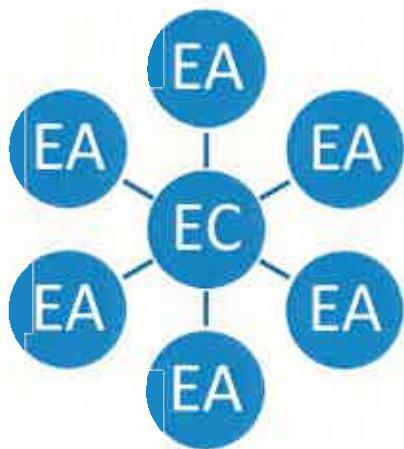
engage with employers	<i>Futures, Nottingham</i>	are available to them.	<p>NG7 6JN Phone: 0115 960 1597 Email: info@futuresadvice.co.uk Contact: Career Inspiration lead, steers their activity locally and receives reports.</p>
What Work Lincolnshire A booklet produced through Careers Inspiration (see above) highlighting careers on offer within Lincolnshire	<i>Commissioned through National Careers Service Produced by Futures, Nottingham</i>	Copies distributed to every secondary school in Lincolnshire. It's also available on-line and is free to all secondary schools We produce local 'What Work' guides to help you consider your next job or career move. Ideal for job seekers in Derbyshire, Leicestershire, Lincolnshire and Nottinghamshire	As above
STEM Ambassadors Use their enthusiasm and commitment to encourage young people to enjoy STEM subjects.	STEM Ambassador Hub East Midlands Run by Leicestershire Education Business Company Ltd	STEM Ambassadors cross all ages and backgrounds, representing thousands of different employers across the UK. STEM Ambassadors range from 17 to 70 years of age: 60% are under 35 years of age 30% are women and around 13% describe themselves as from BAME (Black & Minority Ethnic backgrounds)	Post: Leicestershire Education Business Company Ltd 30 Frog Island Off North Bridge Place Leicester LE3 5AG Phone: 0116 240 7000 (Monday to Friday 8.30am-5pm) Email: contactus@leics-ebc.org.uk
Course to become self-employed	Federation of Small Business and University of Lincoln	Currently offering 100 free places, and would be open to learners/pupils considering self-employment as an option.	http://www.lincoln.ac.uk/home/lmc/courses/sustainingselfemploymentsbmembers/

Appendix 2

LEP Funded Enterprise Advisor Model

It has described a model that it seeks to roll out through LEPS across England in secondary schools and colleges. Primary schools are not included. It aims to motivate young people, support them in making informed choices about their future and help them attain against those choices both in and out of school. It will enable networks of Enterprise Advisers working directly with secondary schools and colleges to increase the efficiency and effectiveness of employer-school interactions.

Clusters of schools and colleges and volunteer Enterprise Advisers will be supported by a full time Enterprise Coordinator who will bring together the schools and employers in the cluster effectively.



EC = Enterprise Coordinator, paid role, working with around 20 schools, matching Advisors to management and leadership teams of secondary schools and colleges.

EA = Enterprise Advisor, volunteers with strong links to business who will work with a school or small number of schools to support their careers and enterprise strategies, and work closely with the EC to understand the local offer, provision and labour

market. They are brokers – they do not deliver interventions themselves.

The Enterprise Coordinator is a paid role in the Enterprise Adviser Network and critical to achieving its aim of motivating, inspiring and supporting young people in making informed choices about their future and helping them achieve their full potential.

LEPs are asked to:

1. Be accountable for the local delivery and success of the model
2. Create strong and broad based local governance
3. Employ or fund at least one full time Enterprise Coordinator who will be the main point of contact for the programme
4. Ensure effective local network of Enterprise Advisers
5. Work with employers and interested stakeholders to improve the local offer building on what works

6. Encourage school leaders to participate in the programme with a view to targeting all secondary schools and colleges over time
7. Match the funding provided by The Careers & Enterprise Company
8. Work with The Careers & Enterprise Company to refine the model and track impact

The first phase of the pilot was very successful in terms of LEPs signing up to it and the map on the CEC website shows only a handful of LEPs are not participating, including Greater Lincolnshire.

Funding

- The Careers & Enterprise Company will grant a 'one off' payment of up to £50,000 to 'kick start' programme activities. This £50,000 is subject to an 'in kind' or cash match of 50:50, i.e. an additional £50,000.
- In addition, subject to match funding, The Careers & Enterprise Company will grant up to £25,000 for each Enterprise Coordinator (to be claimed quarterly in arrears). This is to be 'cash matched' 50:50.
- Each coordinator is expected to manage 20 schools. There are 84 secondary schools in Greater Lincolnshire so the LEP would need 4 coordinators to cover all schools.
- If the LEP is not able to fund the activity the CEC recommends that the LEP approaches other local partners to find the money.

Evidence and Reporting

If funding is agreed, the Enterprise Coordinator will be expected to complete a number of forms to show what activity is taking place as a result of the programme in order to claim the money.

Further Reading

Gatsby Foundation:
Good Career Guidance



Department for Education:
Careers guidance and inspiration for young people in schools



Ofsted:
Going in the Right Direction?

<https://www.gov.uk/government/publications/careers-guidance-in-schools-going-in-the-right-direction>

National Careers Council:
An Aspirational Nation



An Aspirational
Nation - National Careers Council

Professor John Perkin's Review of
Engineering Skills



Review of
Engineering Skills - BIC

IPPR:
European Jobs and Skills Review



IPPR European
Skills.pdf

National Grid:
Engineering Our Future



Engineering Our
Future - National Grid

Careers Alliance:

<https://careersalliance.com/2014/06/15/cssa-briefing-note-13a/Note>



Careers Sector
Stakeholder Alliance

Introduction

The Housing White Paper (HWP) "Fixing our broken housing market"¹ was published in February 2017 as part of an extensive collection of documents. These bring together Government's response to a range of previous consultations and expert reports, and related consultations on changes to the National Planning Policy Framework and Build to Rent which would be required to implement the HWP's proposals.

The HWP itself is presented in four parts:

1. Planning for the right homes in the right places
2. Building homes faster
3. Diversifying the market
4. Helping people now

Developing a Greater Lincolnshire LEP response

Parts 1 and 2 are subject to an extensive 39 consultation questions. There is also a separate Build to Rent consultation. Many of the questions which would play out differently in different parts of Greater Lincolnshire, or be perceived very differently by business and Local Authority interests. It is not recommended, therefore, that the LEP Board should submit a full response to the detailed proposals, although individual organisations may well be doing so. Instead, I have set out below a broad summary together with a commentary on the main issues as a basis for discussion.

A proposed draft response to the wider strategic issues which affect Greater Lincolnshire as a whole is attached as Appendix 1. Any additional comments which the Board agrees to make on specific aspects will, of course, be noted and incorporated to the proposed response.

The deadline for our response is 2 May 2017. If partners wish to work with us in more detail on a final Greater Lincolnshire response, we will be pleased to do receive their comments. The final response will be submitted by the Chair.

Overview

The Foreword from the Rt Hon Sajid Javid MP (Secretary of State for Communities and Local Government) acknowledges the economic impact of high housing costs and low levels of housing building:

"Growing businesses need a skilled workforce living nearby, and employees should be able to move easily to where jobs are without being forced into long commutes". That the country doesn't have enough homes is "not a personal opinion or a political calculation. It's a simple statement of fact".

The Introduction sets out the consequences of failing to take action:

"The housing shortage isn't a looming crisis, a distant threat that will become a problem if we fail to act. We're already living in it. Our population could stop growing and net migration could fall to zero, but people would still be living in overcrowded, unaffordable accommodation. Infrastructure would still be overstretched. This problem is not going to go away by itself." (p.15).

This tone, combined with the Autumn Statement's increased flexibility and extra investment, point towards a more comprehensive and strategic framework to fix the housing crisis.

The CBI has noted that Businesses will take a keen interest in what the White Paper could mean for the national housing shortage:

"The intention in the White Paper to deliver a diverse mix of homes – especially affordable homes to rent – is particularly good news. A quiet revolution is needed to shake up how business and the Government deliver the UK's housing needs, so this White Paper is a welcome step in the right direction".

It is recommended that in our response Greater Lincolnshire LEP should:

- broadly welcome the overall direction of the Housing White Paper
- restate the high-level commitment to housing and the role it plays in the Greater Lincolnshire economy, as set out in our Strategic Economic Plan
- seek discussion with Government about how we can play a part in fixing Greater Lincolnshire's housing market, with particular reference to the roll-out of the Housing Infrastructure Fund.
- set out what we are already doing in support of our housing objectives and identify what would help us to do more.

The Detail

Largely, the HWP endorses the existing direction of travel. Most new proposals lack detail and are subject to consultation with little having immediate effect. Our response should note some disappointment that this is unlikely to deliver the ambitions set out.

- LAs get the offer of higher fees and capacity funding to enhance plan-making, together with a requirement to produce an up-to-date plan and the risk of government intervention and a new housing delivery test.
- Private developers should benefit from the former plus a promise to *"boost productivity, innovation, sustainability and skills by encouraging modern methods of construction"*, in line with the industrial strategy. In return, they are expected to offer better engagement with communities and to build homes swiftly where permission is granted; and *"...Critically, to take responsibility for investing in their research and skills base to create more sustainable career paths and genuinely bring forward thousands of new skilled roles"*.
- For lenders and investors, a *"clear and stable framework for investment, including products for rent"*. Stability in housing and planning policy terms will be critical but has proved elusive in recent years.
- Utility and infrastructure providers are offered clear and simpler plans and a commitment to explore an improved approach to developer contributions. In return, they are expected to deliver the infrastructure that new housing needs in good time. It is unclear how this

expectation may be enforced; however, other than a commitment to closely monitor performance, review what more could be done and, if necessary, "*consider obligating utility companies to take account of proposed development*" p.39. Board Members are invited to consider whether this is strong enough. Utilities studies have shown that, across Greater Lincolnshire, the investment planning periods and processes that utilities work to are not directly compatible with the plan-making process, decision making processes and developer investment decisions. Should our response push for a clearer commitment to action?

- Communities get a stronger voice in the *design* of new communities.
- There is no new cash for housing associations or others building affordable housing, but a promise of rent policy plan for the period beyond 2020 to help them borrow against future income – as one commentator puts it: "a case of 'jam tomorrow'". Registered Social Landlords (RSLs) have been quick to note that calls for them to increase supply without any more grant will mean more debt and more reliance on income from market sales in their development plans. This will increase risk and brought a quick warning from ratings agency, Moodys, that the proposals are "credit negative".
- The Housing Infrastructure Fund (previously announced) is to be targeted at those bids that unlock the most homes in the areas of greatest housing need, probably factoring in whether authorities intend to apply the new standardised approach to assessing housing requirements or work collaboratively. It is unclear how "housing need" is to be assessed, and there is a risk here that Greater Lincolnshire may lose out.
- There is a general commitment to work with garden towns and villages and any future garden communities to ensure that development and infrastructure investment are as closely aligned as possible. Government will also legislate to allow locally accountable New Town Development Corporations to be set up, enabling local areas to use them as the delivery vehicle if they wish to. Spitalgate Heath (Grantham) has recently been designated as a garden village.

Planning & Housing

Many of the measures proposed are targeted at the planning system and the relationship between developers and local councils. There is not much that is new on "helping people now": the language here is "continuing" existing measures, "encouraging", "developing" and "doing more" rather than specific proposals for change.

It is also worth noting what the HWP *doesn't* say and do:

- It says nothing about additional borrowing by Local Authorities – perhaps one of their biggest housing asks at present.
- There is nothing to oblige reluctant LAs to provide land
- Developers hoped to see a major strengthening of the duty to co-operate, and perhaps more focus on strategic planning.

Board members may wish to discuss whether policy should or could be strengthened on any of the omissions identified above.

Greater Lincolnshire LEP has an established track record of successful joint working. We should take the opportunity of this consultation to remind Government that we are well-placed to act as an intermediary across Greater Lincolnshire, targeting investment and capacity support where it will be most effective, and coordinating investment to ensure infrastructure is provided in the right place at the right time.

Government has called for more and better joint working where planning issues go beyond

individual authorities. **The White Paper sets out the Government's intention to consult on options for a more standardised approach to assessing housing requirements. We do not yet know what these options will be. However, the commitment is set in the context of being "realistic about the current and future housing pressures in each place and...consistent with our modern Industrial Strategy".**

It is recommended that we should broadly welcome Government's intention to consult on a standardised approach to assessment of housing requirements, and endorse the need to better align housing and industrial strategy, to ensure that housing needs identification reflects our economic growth plans. This could reduce appeals, speed up this aspect of the planning process, and make it more understandable to local communities. Might it also potentially lead to a Greater Lincolnshire-wide approach to assessing housing need, as has begun to happen in some other 2-tier areas e.g. Leicestershire? Is this something which Greater Lincolnshire LEP would want to encourage?

Government also intends to confirm that local planning authorities are expected to have clear policies for addressing the housing requirements of groups with particular needs, such as older and disabled people. Meeting older people's accommodation needs is a particular challenge for Greater Lincolnshire given the rate at which our population is ageing. Supply is falling behind demand, and Housing Associations are withdrawing from the market due to uncertainty about future rental income streams. Government policy needs to be better aligned on this issue if the shortfall in supply is to be tackled.

Products, tenure and tenants' rights

The original starter homes proposals, previously at the heart of Government's response to the housing crisis, have been watered down significantly. Starter Homes still feature, but now more as one of a range of options than a solution.

The HWP clearly acknowledges the role of private rented sector (PRS) in our housing market, particularly in relation to supporting labour mobility. It is recommended that we welcome this in our response. It marks a change in focus for housing policy in England and a move away from the almost exclusive prioritisation of home ownership. The proposals have the potential to improve quality, security and standards for private renters. However, family-friendly tenancies are only to be "encouraged", missing an opportunity to guarantee improvements.

Specifically, Government proposes recasting planning policy to explicitly support Build to Rent (BTR). This is the subject a consultation in its own right. Build to Rent typically offers higher quality and more stability than other parts of the private rented sector, through increased professionalisation and reversing the trend towards high numbers of landlords with very small portfolios. Government wants to promote an emerging affordable housing product called "Affordable Private Rent" (APR) which, it suggests, is well suited to Build to Rent schemes. Like its social housing sector equivalent, APR is intended for those whose needs are not being met by the market with rent pitched at up to 80% of private sector rents. The associated impact assessments acknowledge that BTR and APR may reduce provision of other forms of affordable housing, but Government argues that this would be "very modest". This point is likely to be hotly debated.

The relevance of Build to Rent will vary across Greater Lincolnshire, according to local market conditions. We need to meet a range of housing needs. It should be welcomed as part of the mix, but it is not going to be a genuinely affordable option for low-income households.

Whether or not the proposed changes to planning policy to support Build to Rent are actually

necessary is unclear. The consultation document is amply supplied with case studies of existing schemes which have been delivered in the absence of such changes, suggesting that it is already possible to deliver APR and BTR without the proposed changes. Even the proposal to make clear that APR would count as part of affordable housing contributions could be argued to be surplus to requirements as it is already implicitly so.

The proposals relating to the private rented sector (PRS) tend to concentrate on the role of institutional investment in increasing PRS supply, ignoring the contribution which LAs can make to increase supply. A number of housing authorities within Greater Lincolnshire are considering, or have already established, wholly owned housing companies to build a range of tenures outside the Housing Revenue Account.

The White Paper acknowledges these innovative new models, but suggests that the Right to Buy could be extended to tenants thus housed. Subsequent statements have clarified that Government is not intending to legislate to extend the Right to Buy, but it could easily make access to finance or other support conditional upon it. Extending the Right to Buy to local authority housing companies risks making their development proposals (which are already marginal) unviable. Authorities with housing companies are urging Government not to extend the Right to Buy in this way. It is recommended that we support them in our response.

Summary of Discussion points

Developers had hoped to see a major strengthening of the duty to co-operate, and perhaps more focus on strategic planning. The LEP Board is invited to consider:

- how integration at the Greater Lincolnshire level could be improved?
- how we could ensure that local transport and housing plans are fully integrated with the drive for business growth and productivity improvements?

Is a Greater Lincolnshire-wide approach to assessing housing need something which Greater Lincolnshire LEP would want to encourage?

Is the expectation that utility providers deliver the infrastructure required by new housing in good time strong enough? Should our response push for a clearer commitment to action?

What else could Government policy offer to help us de-risk development and unlock sites?

Recommendations

Members of the Greater Lincolnshire LEP Board are invited to note the key points of the Housing White Paper, and to consider the Discussion Points in the paper above.

Members are recommended to endorse the proposed draft GLLEP response, subject to any additional comments which the Board agrees to make on specific aspects of the HWP and associated consultation.

Cathy Jones (Cathy.jones@lincolnshire.gov.uk)

Appendix 1

Our Proposed draft GLLEP Response will include the following, subject to Board approval. Specific points may be cross-referenced to individual consultation questions if relevant

Housing in our Strategic Economic Plan

Our Strategic Economic Plan sets out the real potential which our area has to deliver sustainable growth.

Greater Lincolnshire is key to the successful delivery of the Midlands Engine, Humber Energy Estuary and Northern Powerhouse. We are a net contributor to UK GDP and a major gateway to European markets. We have clear high-growth potential in key industry sectors and have the space and political will to deliver this.

We recognise that our housing market plays an important role in supporting the local economy. Recent studiesⁱⁱⁱ have sought to quantify the scale of multiplier effect that direct economic output in house building has upon the wider supply chain. These indicate that every £1 spent on construction output generates between £2.41m and £2.84 in total economic output. This is why housing is a Greater Lincolnshire LEP priority. We intend to ensure that public and private finance work together to provide a wide range of homes to suit all budgets, in the right places to support business growth and stronger communities.

Fixing the Housing Market in Greater Lincolnshire

Greater Lincolnshire LEP endorses the need for a more comprehensive and strategic approach to fixing the housing crisis. We also welcome Government's recognition of the economic impact of high housing costs and low levels of housing building, and the commitment to *boost productivity, innovation, sustainability and skills by encouraging modern methods of construction*", in line with the industrial strategy.

However, the HWP largely endorses the existing direction of travel. Most new proposals lack detail and are subject to consultation with little having immediate effect. This is unlikely to deliver the ambitions it sets out.

Ours is not the over-heated housing market of London and the South-East. Our Local Authority partners are not failing to plan for housing. Nearly 30,000 units are planned for 2016-2021. This is more than double the 13,900 delivered in the previous 5 year period. We are putting in place the processes required to support increased delivery:

- With partners, we have produced a strategic infrastructure delivery plan and housing delivery pipeline to identify the infrastructure needed to support the delivery of new homes. Arising from this work, we have identified more that we would like to do to unlock housing delivery which the Housing White Paper could facilitate, as set out below.
- We have worked effectively with the HCA and will continue to align our work with Homes England, maintaining an absolute focus on deliverability to enable economic development across the area.
- Greater Lincolnshire's Growth Deal and devolution proposals during 2016/17 have already set out our proposals for fixing our housing market locally.

We want to do more, but we need action (such as sales guarantees) to de-risk development in low value areas, and targeted grant funding to unlock sites delayed by viability issues, if we are to increase the scale and pace of delivery.

Assessing need

We welcome Government's intention to consult on a more standardised approach to assessment of housing requirements, and endorse the need to better align housing and industrial strategy, to ensure that housing needs identification reflects our economic growth plans. The White Paper makes clear that Government: "will fund those bids that unlock the most homes *in the areas of greatest housing need*".

In our place, the need for housing is driven by the needs of our growth sectors:

- Agri-food
- Visitor Economy
- Power Engineering

These are all generating demand for housing, but much of it is in low land value areas where viability is a serious barrier to delivery. Greater Lincolnshire LEP would welcome discussion with Government about how we can play a part in the roll-out of the Housing Infrastructure Fund, co-ordinating investment to ensure infrastructure is provided in the right place at the right time. Greater Lincolnshire LEP has an established track-record of successful joint working, bringing together business and local authority partners in Growth Deals worth £155.45 million which will facilitate delivery of 19,356 homes^{iv}. We are well-placed to act as an intermediary across Greater Lincolnshire, targeting investment and capacity support where it will be most effective.

Translating plans into delivery

Our Local Authority partners are planning for 100,000 homes by 2031. Achieving this will require a step-change, so we welcome Government's call for more and better joint working where planning issues go beyond individual authorities. We will play our part, but we are not complacent. Our local institutions must continue to improve and be more ambitious and proactive in setting out the benefits and opportunities of success.

We endorse the White Paper's call for all developers to invest in their research and skills base to create more sustainable career paths and bring forward of new skilled roles. We will work to increase the skill levels of people in our communities, giving them new career choices and allowing local businesses to recruit and train the talented employees they need to succeed.

Meeting the needs of groups with particular needs

We also welcome recognition of the need to ensure that local planning authorities have clear policies for addressing the housing requirements of groups with particular needs, such as older and disabled people. However, Government policy needs to be better aligned on this issue if the shortfall in supply is to be tackled. Meeting older people's accommodation needs is a particular challenge for Greater Lincolnshire, given the rate at which our population is ageing. Supply is falling behind demand, whilst Housing Associations are withdrawing from the market due to uncertainty about future rental income streams.

Build to Rent, and Right to Buy

We welcome the focus on Build to Rent as part of the mix of housing supply. It is a useful addition to the range of products on offer, but it is not going to be a genuinely affordable option for low-income households. We do not regard the proposed changes to planning policy to support Build to

Rent as necessary, since there is nothing to prevent local authorities promoting BTR in its plans if there is an identified demand demonstrated in an up to date Strategic Housing Market Area Assessment. We need to meet a range of housing needs and recommend that the impact of BTR on other forms of affordable housing should be closely monitored.

A number of housing authorities within Greater Lincolnshire are considering, or have already established, wholly owned housing companies to build new stock of a variety of tenures. We urge Government not to extend the Right to Buy to tenants in new affordable homes thus developed. To do so, risks making already marginal proposals unviable and could result in Local Authorities abandoning their plans to build altogether.

ⁱ <https://www.gov.uk/government/collections/housing-white-paper>

ⁱⁱ https://www.bevanbrittan.com/insights/articles/2017/the-government-s-housing-white-paper/?utm_source=Bevan%20Brittan%20LLP%20&utm_medium=email&utm_campaign=7990029_Housing%20White%20Paper%20J%20Turner&utm_content=read%20more&dm_i=1DMN,4R959,17HGVN,HV17B,1

ⁱⁱⁱ L.E.K. Consulting and Centre for Economics and Business Research (CEBR) report for National Housing Federation³¹

^{iv} Figure made up of 11,856 housing units expected to be delivered through Growth Deals 1 and 2, plus up to 7,500 anticipated as a result of Local Growth Funding announced in March 2017 which are still subject to due diligence and contracting.

GLLEP Project Target Review Update

This exercise, which forms part of the GLLEP's Monitoring and Evaluation Framework, looks at how far the current crop of Single Local Growth Fund (SLGF) projects go towards supporting Greater Lincolnshire in achieving its overall Strategic Economic Plan targets of:

- An uplift in GVA in the local economy by £3.2bn
- 13,000 direct FTE jobs created
- 22,000 businesses supported
- 100,000 homes built

These targets have been independently assessed by Codename Consulting as part of a piece of work which rebased all Midlands Engine LEP targets. This assessment found that Greater Lincolnshire's figures are some of the most realistic, built on a reasoned methodology using all the information to hand at the time, and "honest" in that natural growth in the economy in the future was not passed off as being entirely from GLLEP intervention.

SLGF allocations include a broad range of interventions from creating an entire new college campus focused on key sectors, to driving the success of a new science and innovation park. The innovative Unlocking Rural Housing Programme is the first of its kind nationally, responding to viability issues in rural locations that suffer additional barriers to investment such as low values and flood risk. One of the housing projects started in 2015/16 has now reached completion with another soon to follow, thus making a direct impact on sites that otherwise would not have come forward for development.

Context

Before considering what the GLLEP has achieved to date, and forecast to do so over the next five years or so, it is worth having a quick recap of economic performance in Greater Lincolnshire since the start of the decade and more precisely, when LEPs were first established in 2011.

To do this, we will concentrate on the three main parameters that the GLLEP has set out to be judged against – Gross Value Added (GVA, a measure of an economies size), job creation and housing built.

The dominant sectors in Greater Lincolnshire's economy are traditionally known to be solid but relatively low growth performers compared to, for example, the banking and finance sector. Between 2011 and 2015 grew from £18.61bn to £20.55bn. This increase of 10 per cent in the Greater Lincolnshire economy is below the national economic growth rate of 16.4 per cent over the period and demonstrates that without focused intervention, economic growth is likely to continue to be held back. GVA per head grew from around £17,575 to approximately £19,300 between 2011

and 2015, with Greater Lincolnshire's GVA per head in 2015 standing at 76 per cent of the national average, down from 79 per cent in 2014.

If we look at employment then we also get a similar story. The number of people in employment has risen from around 453,000 in 2011, to 470,500 in 2015, which equates to a 3.8 per cent increase. Around 74 per cent of working age people in Greater Lincolnshire are currently in employment.

Finally, house building fell during 2015/16 for the first time in three years, from 2,630 in 2014/15 to 2,350. This is the lowest level of house building recorded in Greater Lincolnshire during the last four years.

In the face of this picture of solid but comparatively slow economic growth, we must remember that it is this growing gap between local and national economic performance that is central to the existence of LEPs, hence why the GLLEP is focused on growing the economy and delivering job creation, skills provision, and substantial infrastructure investment building on what the economy is already projected to achieve.

Impact of the LEP

Since the GLLEP was first established, it has had success in obtaining funding through the following programmes:

- Growth Deals 1 and 2
- European Funding Programmes
- Growth Hub
- Greater Lincolnshire Business Capital Growth Fund

The table below (which is based on both actual and forecast outputs from Growth Deal 1 and 2 projects) shows the current progress towards the GLLEP's targets through the growth deals. It demonstrates that the projects that have been brought forward are on the right path for achieving the targets for local economic growth and job creation.

Indicator	Estimated Output	% of SEP Target
Jobs Created	10,400	80
GVA uplift	£1.88bn	59
Businesses supported	7805	35
Houses built*	11,856	12

*In terms of the housing construction target, then it is noted that this will be achieved, in the main, indirectly through influence and infrastructure led enablement rather than purely through direct projects, but nonetheless it is important to keep track of what GLLEP projects are directly delivering.

The measurement of business support is a developing area and there are many programmes, in addition to the SLGF, which are delivering assistance in some form or another to local businesses, as demonstrated in the table below.

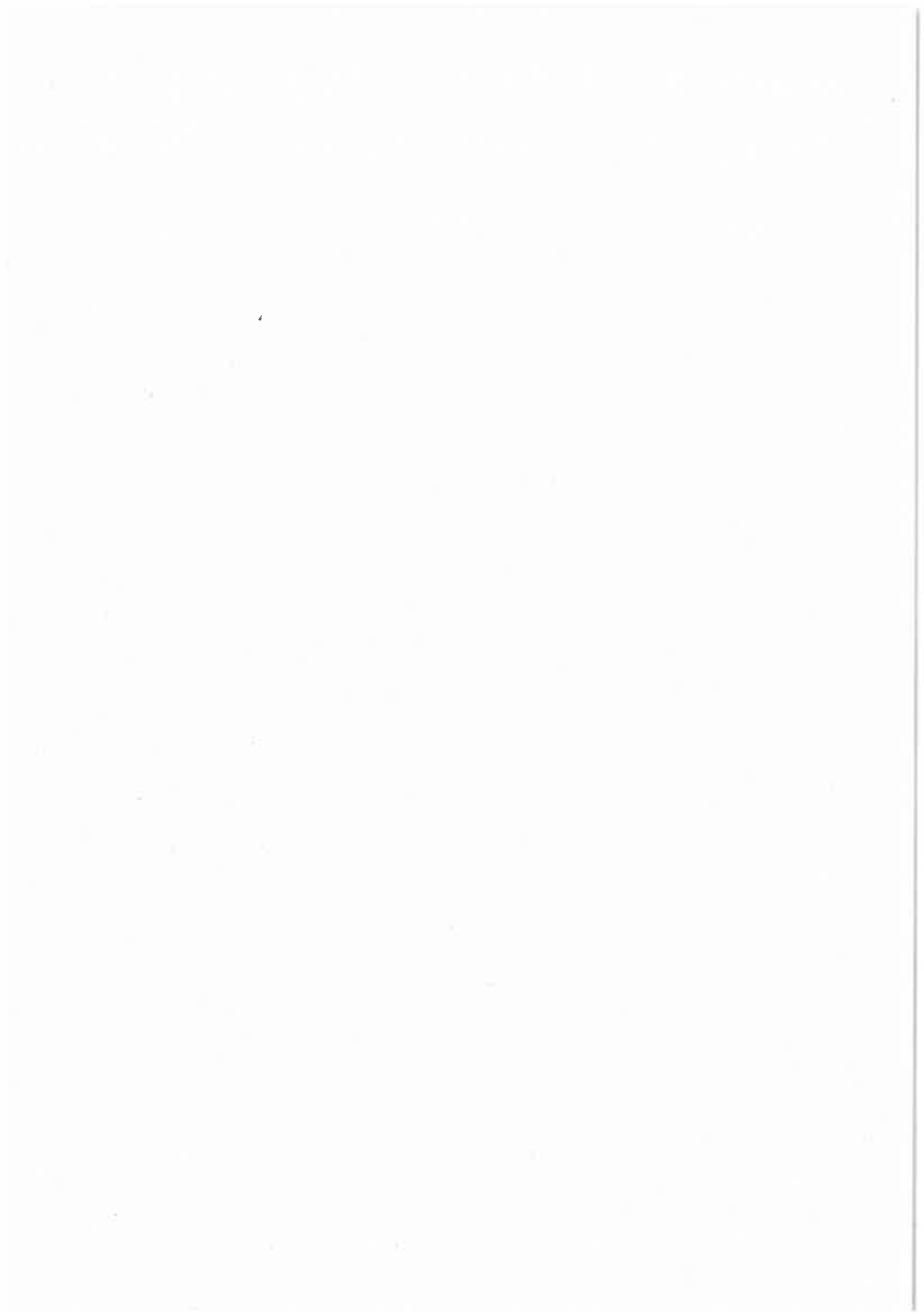
Business support area

Growth Hub Adviser Engagements	1,058
Enterprises receiving support through ERDF	5,105
LEADER projects supported	55
Jobs created/safeguarded through the Greater Lincolnshire Business Capital Growth Fund	272

It should be noted that this is an early view of forecast project outputs and one that will inevitably adjust over time as projects develop and change. The methods used as part of the GLLEP Monitoring and Evaluation Framework will also continue to be reviewed and refreshed in light of national developments on research into the impacts of economic development projects, such as those produced by the What Works Centre for Local Economic Growth.

Looking to the future, on 9th March, Government announced a further £29.45m of indicative SLGF funding for Greater Lincolnshire and this will support a second tranche of bespoke economic interventions, thus strengthening the statistics already provided within this initial report. The outputs from Growth Deal 3 will be included once the business case outputs are confirmed and through due diligence. An update will be provided to the Board at that point.

Once again GLLEP has taken a focused approach to development working in conjunction with manufacturing businesses and the University of Lincoln to create a new Advanced Engineering Centre, and with range of partners and businesses in the agri-food sector to drive forward the successful development of three different but complimentary Food Enterprise Zones.



Recommendations

LEP Board Directors are asked to note the content of this report and it is recommended that:

- 1 - Members consider and approve the terms of reference
- 2 - Members agree the appointment of Steven Middleborough to chair the Manufacturing Board.
- 3 - Any Members of the Manufacturing board will be required to sign the LEP's code of Conduct.
- 4 - Members asked to identify suitable candidates to approach from their networks

Manufacturing Board

The purpose of this paper is to seek approval from the LEP Board to establish a manufacturing board reporting into the Greater Lincolnshire LEP. A new manufacturing board would mean that there is board that could take the lead on the strategy, and have detailed discussions about the sector and complement the sector focus. The food board is well established, and more recently the LEP agreed to establish a visitor economy board.

The Manufacturing plan was approved in autumn 2016, a copy can be found on our website. https://www.greaterlincolnshirelep.co.uk/assets/documents/Manufacturing_Plan_Final.pdf. To give focus to its delivery it is thought a board be established. The board will report in to the LEP as strategic board group, and its aim will be to shape and influence future Manufacturing within Greater Lincolnshire.

Recommendation 1 - Terms of Reference

A draft terms of reference has been written and is below for your consideration.

Recommendation 2 - Chair and Recruitment Process

It is proposed that Steve Middleborough from Siemens, and LEP Board Director could be the chair of the Board. As with other recruitment processes, the LEP will advertise openly that it is recruiting for members of a Manufacturing Board. The appointments committee of the LEP will be asked to consider the applications.

Recommendation 3 – Code of Conduct

All new members of the Manufacturing Board will be require to sign and adhere to the LEP's code of conduct, and annually complete a register of interests.

Recommendation 4 - Members of the Manufacturing Board

Members of the LEP Board are asked to offer names of candidates for the Manufacturing Board, who will be sent a Recruitment pack as part of the recruitment.

Annex A

Greater Lincolnshire Manufacturing Board – Draft Terms of Reference

"Greater Lincolnshire has a vibrant and successful Manufacturing sector. In 2016 the value of the sector has reached £3.4bn or 20% of total economic value employing 57,000 people equating 14% of all employment. In the Strategic Economic Plan (SEP) for Greater Lincolnshire it is identified alongside agri-food, visitor economy as one of the best opportunities for growth. Manufacturing can make a real and positive change to Lincolnshire's economy. It can deliver growth, safeguard and create jobs, drive investment and have positive impact on the quality of life for Lincolnshire residents"

Strategic Aim

Following the approval of the Greater Lincolnshire Manufacturing Plan in the autumn 2016, it was recommended a new Board for Manufacturing be established, with the following Terms of Reference and Membership arrangements

The remit is for the Manufacturing Board to be the expert and leadership group that support and accelerates the growth, productivity and competitiveness of the manufacturing economy in the Greater Lincolnshire Region. The Manufacturing Board will report into the main board of the Greater Lincolnshire LEP.

The Manufacturing Board will be a high level leadership group, bringing together private and public sector partners from the wider 'Manufacturing community' which it will support and facilitate. It will;

- Lead, influence and champion the manufacturing agenda across Greater Lincolnshire
- Develop a vision and action plan for a dynamic, competitive and sustainable Manufacturing Sector which can contribute to the UK's competitiveness.
- Co-ordinate, facilitate and oversee delivery of action and investment to support the vision and plan; and report on progress and key issues to the LEP.
- Working with the growth hub governance board, ensure that the manufacturing support products are coordinated and aligned to provide manufacturing businesses with a clear route to products and expertise that will help them fulfil their growth potential.
- Forge strong connections and influential relationships with the national level (particularly Department for Business, Innovation and Skills and the Technology Strategy Board) and with the EU.
- Co-ordinate and broker collaborative relationships around key opportunities for Manufacturing within and, in conjunction with the LEP.
- Facilitate networking and inter-action between specialist sectoral and other Manufacturing groups, agencies and programmes.
- Ensure that the LEP is advised of progress, key issues and any material changes which are likely to affect the LEP's overarching Business Plan and that any necessary corrective action is taken.

The Greater Lincolnshire LEP is a company limited by guarantee, established to provide strategic leadership to set out local economic priorities for Greater Lincolnshire. There will be a two-way relationship between the Greater Lincolnshire LEP and the Manufacturing Board, and each will give advice and be asked for advice on matters where a manufacturing perspective is required.

Roles and Responsibilities

- Review the Greater Lincolnshire Manufacturing Plan, and the outcomes (which will identify what works and measure impact) and endorse recommendations
- Identify gaps or underperformance in existing support.
- Develop new activities and programmes to accelerate business formation and growth.
- The Manufacturing Board will act as an advisory body for the LEP on all matters within the scope of its remit.
- The Manufacturing Board will identify all issues of major importance including strategy, key

strategic objectives and targets and key decisions involving the prioritisation of support for Manufacturing growth and productivity.

- The Manufacturing Board will work closely with other senior Boards of the LEP, including the Employment and Skills Board and any new groups with a directly relevant remit, that the LEP may establish.
- The Chair of the Manufacturing Board will agree the most appropriate forms of joint working with the Chairs of the other senior Boards and these might include reciprocal membership or regular attendance of each others' Boards.
- The Manufacturing Board will build close working relationships, through means to be agreed, with other key partners. These include the Councils of the Local Authorities; EEF, FSB, IOD, CBI, Chambers of Commerce, and other appropriate organisations including Manufacturing Business Networks.
- The Manufacturing Board will promote the recommendations in the published "Plan of Manufacturing in Lincolnshire" to the private sector.

Accountability

- The Manufacturing Board will be one of the LEP's sector advisory boards
- It will be chaired by a private sector LEP Board Director, who is also the Manufacturing champion.
- The board will be recruited through an open recruitment process. All appointments will be approved by the LEP's appointment committee
- The Manufacturing Board members will have a term of office for three years with a view to renewal for a further three years in order to provide continuity.
- The Manufacturing Board will approve an annual Work Plan and make recommendations to the LEP board for endorsement.
- The Manufacturing Board will report regular progress to the LEP board on its delivery.
- As members of the board resign or reach term of office, the Manufacturing Board will make recommendation to the Manufacturing Board Chair for replacements.

Membership

The Manufacturing Board will have adequate sub sector and geographical representation and be predominately private sector. The Board shall be no less than 10 members and no more than 15 members).

Membership of the board will also include representatives that can provide a level of specialist support and knowledge that will be required to successfully deliver the agreed priorities within the work programme.

Ideally all board members will work or live in the Greater Lincolnshire area.

The Chair of the Manufacturing Board will be represented on the main LEP Board to ensure the sector is integrated with the activities of the GLLEPs other identified growth priorities and to ensure the interests of the sector are represented in decision making and policy formation.

Meetings

The Board will meet at least twice a year. Members are expected to provide apologies if they cannot attend and no substitutes will be allowed. The Greater Lincolnshire LEP will provide the initial secretariat and executive support for the board.

Appendix A

Role Descriptions: Chair and Members

The role descriptions for the Manufacturing Board and its Members have been developed to provide initial guidance, drawing on best practice from similar organisations. As the Manufacturing Board develops in its role, this body of guidance will be the subject of plan and adjustment to reflect collective lessons and experience. In the intervening period, the following will be brought into use in the establishment and operations of the revised Manufacturing Board.

All Board Members will be required to sign the wider GLLEP Code of Conduct document and Declaration of Interest Forms upon appointment.

The Manufacturing Board (MB)

As well as attending Board meetings, members may be asked to attend other meetings as a representative for the LEP and Manufacturing, and will be required to read background papers and documents and input into plans.

The specific role of a Board Member is to:

- **Use experience and knowledge to help shape strategy and policy**
- **Influence the prioritisation, planning and investment in the manufacturing to support provision and the shape of delivery**
- **Support the strategic aims of the Greater Lincolnshire LEP**
- **Represent a range of people, organisations or views, not their own or that of their own organisation**

The role of Manufacturing Board members is to proactively drive, challenge and influence the GL Manufacturing sector to ensure that its growth objectives are realised and there is integration, as appropriate with the GLLEP other identified growth sectors.

In so doing, the Manufacturing Board will advise the LEP and its constituent members, on all matters within the scope of its remit and to act within any guidance and direction from the LEP. The Manufacturing Board will identify all issues of major importance including strategy, key strategic objectives and targets, and key decisions embodied in the Business Plan.

In carrying out these responsibilities, the Manufacturing Board Members will look across all sectors of the areas manufacturing to identify key opportunities and priorities for growth, and to ensure appropriate marketing and promotional activity take place to support their achievement.

Manufacturing Board Members will have collective responsibility, under the leadership of the Chair, to ensure that the Manufacturing Board fulfils the remit set by the LEP. The Manufacturing Board Members will collectively and individually provide leadership, support and generally work to build and maintain a vibrant and dynamic manufacturing in the region which is well connected to national and international markets. The Manufacturing Board Members will support close working between the private and public sectors.

The Manufacturing Board will partake in one stakeholder event per year with the LEP constituent members of the Manufacturing and other appropriate organisations.

These conferences will have two principal roles, i) To receive feedback and views of the constituent members of the region in order to inform the Manufacturing Board on progress and give insight to priorities, ii) To update constituent members on activity driven by the Manufacturing Board and results of that activity along with an overview of performance of the sector.

In pursuance of the Manufacturing Board's remit, Board Members shall:

- (a) Establish the overall strategic direction for the manufacturing in the LEP area through the development and periodic review of the GLLEP Manufacturing Plan.
- (b) Support, engage with and otherwise facilitate activity by the manufacturing membership to deliver priority activities and campaigns and require, receive and review information on activity and campaigns from key partners responsible for key activity.
- (c) Ensure that the LEP is advised of progress, key issues and any material changes which are likely to affect the LEP's overarching Business Plan and that any necessary corrective action is taken.
- (d) Maintain high standards of governance at all times.

Members of the Manufacturing Board are appointed for their skills, expertise and influence and are expected to bring these to bear in support of the Manufacturing Board's objectives together with commitment to deliver any specific actions within the Manufacturing Board's Manufacturing Sector Plan for which their organisation has lead responsibility.

Individual members of the Manufacturing Board shall act in accordance with their responsibilities as members of the Manufacturing Board, being mindful of any specific requirements or values which the LEP may from time to time decide. The Manufacturing Board as whole and individual Members shall in particular be mindful of and respect the commercially confidential and sensitive nature of some activities. Individual Members shall at all time act in the best interests of the agreed collective objectives and in good faith. In the event of any conflicts of interest, Individual Members shall declare these to the Chair.

Individual Members will commit to attending at least one out of the two meetings of the Manufacturing Board as a condition of membership and will make their facilities available for meetings of the Manufacturing Board.

Members should be senior decision makers and able to influence at local and potentially national level to support the delivery of priorities. They should also be advocates of the sector, able to commit the time to attend board meetings and exert influence as is required.

The Chair

The Chair of the Manufacturing Board is responsible for advising the LEP Board and reporting to it on all matters within the remit of the Manufacturing Board.

The Chair will provide leadership to the Manufacturing Board, ensuring that it works as a coherent and effective leadership team, that it provides wider leadership and support to the LEP area Manufacturing and that the Manufacturing Board's work is informed by the views of its membership/constituents.

The Chair shall act as the spokesperson for the Manufacturing Board, building and maintaining influential relationships and close working with international, national, regional and local institutions and key players in Governmental, private sector and public sector arenas concerned with manufacturing.

The Chair will also be the LEP Board's Manufacturing champion and will work closely with the Vice-Chair of the Manufacturing Board; the Chairs of the LEP's senior Boards and with the chairs of other senior groups within the LEP area in pursuance of the GLLEPs accelerated economic growth objectives.

The Chair will advise, and bring into play the collective expertise of the Manufacturing Board and its membership to advise senior regional groups and players on the matters for which the Manufacturing Board is responsible. S/he will represent the views of the Manufacturing Board to the LEP, membership, partner and stakeholder organisations and the general public.

The Chair shall ensure that the Manufacturing Board is provided with regular advice, intelligence and reports on the development and delivery of the Manufacturing Board's destination management plan and related objectives and targets.

The Chair will encourage high standards of collective working and governance.

The Manufacturing Board Chair: Expertise, Skills and Influencing Requirements

The Chair of the Manufacturing Board will have wide ranging and extensive high level experience and knowledge of, and well developed connections and working relationships in the Manufacturing, in national and international arenas.

S/he will have highly developed leadership, strategic and organisational skills, developed in international, national or regional executive roles, and a track record of operating effectively in, and with, Governmental and major corporate spheres.

Members

The general responsibilities of Manufacturing Board Members are set out in Section 1. Additionally, Manufacturing Board Members will bring specific contributions to the work of the Manufacturing Board. These, together with required expertise, skills and influencing capabilities are set out below.

Specific Contributions

Whilst this list is not exhaustive, the key areas of specialist expertise required within the Manufacturing Board are as follows:-

- i. HR Employment and Skills
- ii. Advanced Manufacturing
- iii. Manufacturing Exporter
- iv. Manufacturer of Agri -food
- v. Manufacturer of Chemicals
- vi. Manufacturing Business Support
- vii. University
- viii Manufacturer - Electrical/electronic
- ix Member of Financial sector

Observers (non-members)

The Secretariat will also be represented at all meetings.

Specialists may be invited by the Chair to attend specific Board meetings or Agenda items where particular expertise is required.

Occasional observers may request to attend a meeting through the Chair.