



LEP DIRECTORS BOARD

24th May 2019

Lincolnshire Chamber of Commerce,
Commerce House, Carlton Boulevard,
Lincoln, LN2 4WJ

Paper 0 - Greater Lincolnshire LEP Board Agenda

Refreshments available from 9.30			
Time	Item	Lead	Status
10.00	1 Welcome, Apologies, Declarations of Interest 1.0 Approval of LEP Board Minutes March 2019 1.1 Decision Log 1.2 Review of Actions 1.3 Approval of Forward Plan	Chair	Approval Update Update Approval
Governance			
10.10	2 LEP Chair and Chief Executive's Report Board and member recruitment LEP Review and Collaboration Pipeline Performance Annual Conference	CX	Approval Update Update Update
10.40	3 Year End Finances 2018/2019 Report from the Finance and Audit Committee and the Accountable Body Annual Report Application of reserves	David Dexter CX	Update Approval Approval
11.00	4 Policy Approval List polices and TOR's for approval	CX	Approval
Delivery			
11.15	5 Delivery Plan Draft delivery plan for 2019/20	Halina Davies LEP Rachel Hair LCC	Approval
11.45	6 European Funding	Pat Doody	Update
Strategy			
11.50	7 Energy Strategy and Actions The energy strategy The energy prospectus Seeking an energy champion at board Seeking to develop an energy expert panel	Andrew Brooks, LCC	Approval Approval Approval Approval

12.10	8 Creative Industries	Halina Davies , LEP	Approval
12.15	9 Local Industrial Strategy	James Baty, LEP	Approval
AOB			
12.25	AOB and close of meeting Date of next meeting 19 th July 2019	All	
12.30	Lunch with Gary Headland, Chair of the Lincolnshire Chamber of Commerce		

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Attendees:

Ursula Lidbetter (Chair & Lincs Co-op), David Dexter (Vice Chair & FSB), Cllr Craig Leyland (ELDC), Cllr Colin Davie (LCC) Cllr Ric Metcalfe (CoL), Cllr Rob Waltham (NLC), Chris Baron (Butlins, Skegness), Dean Fathers (Health), Pat Doody (Nat West), Debbie Barnes (LCC), Nick Warboys (Longhurst), Gary Headland (IOD and Chamber), Zoe Easey (Epix Media), Cllr Philip Jackson (NELC)

Apologies: Herman Kok (Lindum Group), Prof Mary Stuart (UoL), Sarah Louise Fairburn (L J Fairburn & Son Ltd), Simon Green (NLC)

Observers: Pete Holmes (BEIS), Chris Duffill (NELC)

Officers: Ruth Carver, Sue Groves (Note Taker)

For Agenda items: Andrew Brooks (LCC), Halina Davies (LEP), Rachel Hair (LEP), James Baty (LEP), Sukhy Johal (UoL), Tom Fleming (Consultant)

Parking Arrangements

The Chamber of Commerce building is on the corner of the Carlton Boulevard (it has lots of glass windows), once you have turned onto Carlton Boulevard start to indicate right as the carpark is situated at the side of the building, you will see the turning, there should be ample space. If however more spaces are needed there are spaces in the shopping area which is directly opposite the Chamber offices.

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

AP1 - Water Management Board, 5th March - draft minutes

AP2 - Bi Monthly Report - 16 March to 14 May 2019

AP3 - Business Lincolnshire Growth Hub Performance & Impact Report

Key dates for LEP Board Members

<p><u>LEP Board Dates and Venues</u> <u>19th July</u> Venue to be confirmed <u>27th September</u> Venue to be confirmed <u>29th November</u> Venue to be confirmed</p>	<p><u>Water Management Board</u> 8th July, 5th November <u>Manufacturing Board</u> 2019 dates to be arranged <u>Visitor Economy Board</u> 13th June, 3rd October, 12th December <u>Employment & Skills Board 2019</u> 26th June, 11th September, 13th November <u>Innovation Council</u> 26th April <u>Growth Hub Governance Board</u> 14th August, 11th December <u>ESIF Sub-Committee</u> 19th June, 18th September, 11th December</p>
<p><u>LEP Investment Board</u> 19th July, 27th September, 29th November</p>	<p><u>LEP Annual Conference - Friday,</u> 12th July</p>



Minutes of the Greater Lincolnshire LEP Board

29th March 2019

The Olde Barn Hotel, Toll Bar Road,
Marston, Grantham, Lincs, NG32 2HT

Draft Minutes

Present: Board Directors: Ursula Lidbetter (Chair) (Lincs Co-op), David Dexter (Vice Chair FSB), Cllr Peter Wheatley (NELC), Chris Baron (Butlins, Skegness), Dean Fathers (Health), Pat Doody (Nat West), Debbie Barnes (LCC), Gary Headland (IoD & Chamber), Nick Worboys (Longhurst Group), Sarah Louise Fairburn (L J Fairburn & Sons Ltd), Zoe Easey (Epix Media), Pete Moore (S151 Officer & AB)

Apologies: Cllr Colin Davie (LCC), Cllr Rob Waltham (NLC), Cllr Craig Leyland (ELDC), Cllr Ric Metcalfe (CoL), Herman Kok (Lindum Group), Professor Mary Stuart (UoL), Steve Middlebrough (Siemens)

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

Observers: Graham Pendlebury (Director DfT Senior Sponsor), Pete Holmes (CLOG), Simon Green (NLC),

For Agenda Items: Cathy Jones (LEP), Halina Davies (LEP), Kate Storey (LEP), Jaclyn Gibson (CoL)

Apologies and Declarations of Interest -

Apologies were noted from Cllr Colin Davie, Cllr Rob Waltham, Cllr Craig Leyland, Cllr Ric Metcalfe, Herman Kok, Professor Mary Stuart, Steve Middlebrough. Full declarations of interest can be found at:

https://www.greaterlincolnshirelep.co.uk/assets/documents/LEP_Rols_LIVE_list_March_2018_.pdf

The LEP Board were reminded that declarations of interest are required as part of LEP governance and must be updated at least annually, and if anything changes to the LEP office at the earliest convenience. Ursula Lidbetter and Dean Fathers to update their Declarations of Interest as a result of verbal declarations.

Action: UL and DB to update ROI. (Sue Groves)

Minutes and Matters Arising (Paper 1)

The minutes of the 30th November 2018 were accepted as a true record following amendment.

Matters Arising:

- MPs Engagement Plan - document has been updated and Cathy Jones will introduce the board directors via letter and the first brief in the near future.
- Steve Middlebrough has now tendered his resignation from the Board. This vacancy will be held for a couple of months.
- Careers Enterprise Coordinator - 50 applications have been received and interviews to be held week commencing 1st April. Match funding has been received from LCC and District Councils, which will mean there will be full coverage of Greater Lincolnshire for two and a half years.

LEP Directors Report (Paper 2) - Ruth Carver

- LIS - Recommended that the LEP works with the Lincolnshire LA Chief Executives Group to develop the place element of the LIS and an approach on the Stronger Towns Fund - this was agreed. Simon Green asked for a definition of a "Town" for the allocation element - this would be dependent on a number of variables.
- **Chairs meeting** - The Chair is meeting with Sir John Peace and Maria Machancoses of Midlands Connect to discuss Lincolnshire, and in particular the Ports of Immingham and Grimsby. The Chair has also met with the Leader and CX of SKDC to discuss priorities within SKDC and working with the LEP. The Chair also represented all LEPs at a national meeting of the Food and Drink Council and is due to meet with Sir John Peace on the 10th

April.

- **IoT Bids** - Funding to create Institutes of Technology has been made available by Government to significantly increase the number of learners with higher level technical skills, which are crucial to national, regional and local productivity growth. The Greater Lincolnshire bid sees a collaboration of all FE Colleges and the University of Lincoln, and sites will be located right around the area, based at, but separate from, existing FE College and UOL sites. The Lincolnshire Institute of Technology (LIT) will be a landmark institution, creating a step change in the skills provision and productivity of Greater Lincolnshire, and involving over £41m of investment. The £14.9m sought from DfE as capital funding will leverage £26.3m of additional investment through LIT partners. Greater Lincolnshire submitted a bid as one of the 16 bids nationally, and 12 are expected to be successful. Interviews were held week commencing 25th March and announcements are expected in March.
- **Skills** - A number of ESF projects are coming to an end on 31st March 2019 and in anticipation of this, we agreed to "opt-in" to a second stage of match funding from the Education and Skills Funding Agency, which allows us to co-commission 4 new ESF projects. Procurement of 3 of these projects (by the ESFA) is complete and delivery is expected to begin on 1st April, until at least 31st July 2021.
- **Stronger Towns** - Chris Baron asked for more information and was informed that the policy is still being developed by government and a prospectus will be issued.
- **People** - Debbie Barnes requested a debate on Skills at the next Board Meeting, regarding Place based Skills Strategy.
- **Health & Care Enterprise Board** - A workshop was held on the 27th February 2019 with 30 attendees and Novartis facilitated this workshop. Looking to recruit Board members, which will be considered by the Appointments Committee.

Outline Budget & Delivery Report (Paper 3) - Ruth Carver

The Board were asked to approve the outline budget as presented, subject to the Delivery Plan being approved in May 2019.

The Board approved the outline budget of £1,100,527 and £209,894 amount of draw down from the operating reserve.

LEP Review Implementation (Paper 4) - Ruth Carver

The Board was asked to note the progress in achieving the areas of the LEP Review:

- **LEP Geography** - This is still to be resolved. A verbal update was given by the Chair and the CX and the main focus of collaboration is being explored with the Humber LEP, alongside collaboration on strategic programme and project alignment. An initial meeting has taken place between Greater Lincolnshire and GCGP to agree to terms of an MOU between the two LEPs. Greater Lincolnshire has sought clarification on existing programmes that were being supported through GCGP and a "Next Steps" meeting with Rutland County Council has also been held.
- The Board approved the Articles of Association, and delegated any changes to the Chair and one other board member. The Board was asked to submit questions and changes to Kate Storey by the 5th April 2019.

Review of Governance (Paper 5) - Ruth Carver

The Board were asked to approve the following Terms of Reference:

Paper 5.2 - Employment & Skills Board

Paper 5.3 - Greater Lincolnshire Scheme of Delegation

Paper 5.4 - Chair of the Board

Paper 5.5 - Deputy Chair

Paper 5.6 - Accountable Body Statement

Paper 5.7 - Role of the S151 Officer

Paper 5.8 - GLLEP Equality & Diversity Policy Statement
Paper 5.9 - List of all Policies and when they are to be approved

All Terms of Reference were approved, and can be published on the website.

Local Assurance Framework (Paper 6) - Ruth Carver

Each year, the Greater Lincolnshire LEP is required to update its Assurance Framework to ensure that robust, transparent and effective governance arrangements are in place and the Board was asked to review and approve the publishing of the revised Local Assurance Framework 2019, and to endorse the secretariat to be able to action any necessary final changes prior to publishing.

The Board agreed publication of the Local Assurance Framework.

Approval of the Project Pipeline (Paper 7) - Halina Davies

Although Board Directors may have to declare an interest in schemes on the pipeline, individual schemes were not discussed. Board Directors were asked to endorse the revised GLLEP pipeline as recommended by the GLLEP Investment Board held on the 25th March.

A call for pipeline schemes was released by GLLEP in December 2018 and it was agreed at the Investment Board in February 2019 that a review of the wider pipeline process and schemes should take place towards the end of March, so that recommendations on a final revised pipeline could be brought to the GLLEP Board on the 29th March 2019 for endorsement.

Greater Lincolnshire needs to have a clear position on prioritisation of schemes that will contribute to the delivery of the SEP and the LIS. The recent pipeline call was therefore a first step in ensuring that a realistic pipeline for delivery could be developed, with the potential to deliver growth and productivity in the Greater Lincolnshire area. Should hard decisions need to be made by the Investment Board on existing schemes over the next couple of months to ensure programme delivery, a pipeline of deliverable projects that could complete financially before 31st March 2021 needed to be identified to potentially replace existing allocations if necessary.

It was agreed that a strong pipeline is necessary for when funding becomes available.

Action

- A project workshop session to be held with board directors on lessons learned and impact
- Approved Pipeline list to be published

Local Industrial Strategy (Paper 8) - Cathy Jones

The LEP Board were asked to agree allocation of £95,000 towards the production of the Local Industrial Strategy and the SEP evidence base, and strategy in line with the agreed timetable.

"Lincolnshire's Evolving Opportunities" was published shortly after the last Board meeting to open the Call for Evidence, which ran until 1st March 2019. During the Call for Evidence, sub-boards were invited to consider and respond to the framework, two engagement meetings were held, firstly with Local Authority partners, and secondly with wider stakeholders. These presented an opportunity to test both our under-pinning evidence base and our emerging themes with a wider audience. The Call for Evidence itself invited respondents to consider 12 questions and in addition to the feedback received at the engagement events, 21 written responses were received.

Some of the key messages provided a rich source of examples and case studies which we can draw up in producing the draft LIS. For example: Housing - some of the issues identified would be more appropriate taken forward through the planning process. We could encourage such action through the LIS and could also consider how it could be promoted in any future funding programmes. Strong messages in general about the potential for the natural environment to be

positioned as strength and an opportunity. This is interesting because, whilst it hasn't really emerged as a priority from the research, it is known that sense of place and local distinctiveness will be something that the LIS must capture.

Agreement and support was given from the Board on progressing exploratory discussions with Government - BEIS officials have advised that it would be helpful to develop three of the priorities as a basis for initial discussions with relevant officials from across Whitehall. It is proposed that the focus is on Agri-food, Energy and Water and the Visitor Economy (which aligns to the recently announced Tourism Sector Deal).

Approval for Tendering - It is proposed that this is a one single commission, comprised of a number of lots. Having this as a single commission is beneficial for the timescale, management and continuity of the development of the LIS, however, by building lots into the commission, we have flexibility should there be outstanding candidates for any given lot.

Update on Lincolnshire Business Rates Pilot (Jaclyn Gibson, CoL)

A background to the pilot was given - 10 pilot areas were created for 2018/19, which was to help explore options for the design of future local government finance reforms for one year only. Gains are made from the area retaining 50% of growth currently paid to MHCLG.

The original forecast of gains was £18.9m for Lincolnshire from pilot status, based upon the 2018/19 NNDR1 forms. However, the actual figure will not be known until the 2018/19 NNDR3s are completed in April 2019 and NNDR1 forecasts tend to be higher than NNDR3 actual (across the country).

Any gains from the original 50% regained locally will be split as follows:

- North Lincolnshire increases its share of growth from 49% to 99% and retains any levy that would have been payable.
- Lincolnshire County Council increases its share of (all districts) growth from 18% to 40%.
- The Lincolnshire Districts increase their share of growth from 32% to 60%.

Indicative proposals were given for the use of the gains, but they are not ring-fenced. These proposals indicated that the additional resources to be received from pilot status would be used to promote financial stability and sustainability, through:

- Investing in vital service areas to improve budget resilience and reduce future years' budget pressures;
- Increasing the resources available for investment in economic development, housing and regeneration schemes.

As a result of lack of information on appeals under this new system, each billing authority set aside provisions of 4.7% in 2017/18, based on the national assumption. As local information and intelligence has become available during 2018/19, there is now more confidence to estimate appeals provisions on a local basis and at a lower rate than the national average. This has resulted in a release of appeals provisions, thus increasing business rate income. The benefit to the pilot in 2018/19 is that the gains from releasing the appeals provisions are retained 100% by local government and not shared with central government. As there is no requirement to report to MHCLG on the use of any gains achieved through this pilot, against the schemes identified in the pilot applications, this has been left to the discretion of each authority.

MCHLG commissioned an independent research agency to carry out a process evaluation of the 100% pilots, which aims to capture lessons about implementing pilots. A number of Lincolnshire authorities were interviewed, but no feedback has yet been received. As an area that was already working together as a pool (prior to 2018/19), there was little that could be learnt in terms of

processes. A one year pilot was felt to be too short to realise the full benefits of any gains made, a multi-year pilot would have been more beneficial. The pilot was predicated on each authority determining the use of its own gains, there were no joint schemes of decision making. It has resulted in a potential gain of £27.9m being retained within Greater Lincolnshire which will support services and provide resources for investment.

Comments

- ❖ Business rates need to be looked at as they are a real income strain and have an impact on sustainable business growth
- ❖ Government specifies how rates are set
- ❖ Local Authorities are more sustainable if they keep 100% in the medium term
- ❖ More discussion is needed on business rates and Council tax

Briefing on the Augra Review (paper 9)

It was agreed that the Greater Lincolnshire LEP would send a letter of support for HE institutions potentially affected by the Augra review.

Extension to Lincolnshire Wolds Area of Outstanding Natural Beauty (Paper 10) - Simon Green, Deputy Chief Executive, NLC

The area of North Lincolnshire contains landscapes which have been identified as high quality and of natural beauty. This standard of quality and natural beauty is consistent with that of the existing Lincolnshire Wolds AONB. North Lincolnshire is seeking support from the LEP to review and expand the AONB. The Joint Advisory Committee is responsible for the AONB.

Action

- The LEP Board agreed to support North Lincolnshire with their ambitions of extending the AONB.
- Agreed that there is a need for a review of the Lincolnshire Wolds AONB boundary.

The meeting was closed.

GREATER LINCOLNSHIRE LEP BOARD ACTION LOG

Actions from GLLEP Board Meetings					
Date	Item	Action	Update	Actioned by	Status
30/11/18	Minutes	<ul style="list-style-type: none"> Chair & LEP Director to continue to work with local partners and the Humber LEP to find a resolution, and particularly explore the collaborative option Agreed the LEP team would write to projects that have a red flag against performance asking for a detailed response to be considered at the February Board. Agreed to the contents of the Brexit Action Plan and agreed to receive a proposal for a detailed business survey in the new financial year. 	Letters sent 20/12/2018	Halina Davies	
25/01/2019	Minutes	<ul style="list-style-type: none"> Circulate the Leicestershire Spatial Plan to Board members. LEP to facilitate a business voice session with the Planning for Growth Team. High Street Fund - LEP to write to MHCLG about the importance of market towns and smaller communities within the HSF. Recirculate the MP Engagement Plan for endorsement. 		Cathy Jones/ Andy Gutherson Cathy Jones Cathy Jones	
29/03/2019	Minutes	<ul style="list-style-type: none"> Register of Interest to be updated by Chair and Debbie Barnes Project workshop to be held with Board Directors on lessons learned and impact Approved pipeline list to be published 			

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

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

Paper 1.3 Rolling Forward Agenda Planner 2019



Date and Meeting	Standing Items	Progress Reports/Reports back from Sub Groups	Areas for discussion and decision
29th March 2019 GLLEP Investment Board	Welcome, Apologies, Declarations of Interest, Approval of Minutes	Growth Deal Programme Update (Halina)	Greater Lincolnshire Growth Fund – Sleaford Building Services (Greenborough Management Ltd) Access to Employment Zones Phase 2 – Littlecoates Road/Cambridge Road Due Diligence appraisal report Skegness Gateway Project Update Report Pipeline Final Recommendation Report Lincolnshire Lakes Lake 1/Northern Junction Project Update
24th May 2019 GLLEP Board	Minutes of last meeting LEP Directors Report Quarter 4 Finance Report 2018/19	Finance and Audit report on year end finances Annual Report Approval SAP Implementation – Clare Hughes Progress against action plan from the Employment and Skills Board – Joint meeting	Utilities – Energy Strategy – update on progress and the energy prospectus sign off Sign off of Delivery Plan WRE and Lincolnshire and report from the Water Management Board European Funding (Pat Doody/Susannah) Findings from Creative Industries Research in collaboration with UOL/ACE (Halina/Sukhy)
24th May 2019 GLLEP Investment Board	Welcome, Apologies, Declarations of Interest, Approval of Minutes	Growth Deal Programme Update (Halina)	Greater Lincolnshire Growth Fund – Autocraft Drive Solutions (Greenborough Management Ltd) Greater Lincolnshire Growth Fund – Grantham Engineering (Greenborough Management Ltd) Greater Lincolnshire Growth Fund – ParcAcre (Greenborough Management Ltd) Greater Lincolnshire Medical School Due Diligence (Halina) Gainsborough Growth Project Phase 2 Due Diligence report (Halina) Skills Capital Investment Fund Due Diligence

Paper 1.3 Rolling Forward Agenda Planner 2019



			Report - Digital and Professional Skills Centre, Lincoln College
19th July 2019 GLLEP Board	Minutes of the last meeting LEP Directors Report Quarter 1 Finance Report 2019/20	Progress against action plan from the Manufacturing Board	Approval of the Local Industrial Strategy prior to consultation Team Lincolnshire and Inward Investment
19th July 2019 GLLEP Investment Board	Welcome, Apologies, Declarations of Interest, Approval of Minutes	Growth Deal Programme Update (Halina)	TBC
AGM and Annual Conference 12th July			
27th September 2019	Minutes of the last meeting	Progress against action plan	Draft Local Industrial Strategy
29th November 2019 GLLEP Board	Minutes of the last meeting LEP Directors Report Quarter 2 Finance Report 2019/20	Water Management Board	
29th November 2019 GLLEP Investment Board	Welcome, Apologies, Declarations of Interest, Approval of Minutes	Growth Deal Programme Update (Halina)	A46 Roundabouts Due Diligence Report (Halina) Sleaford Growth Project Due Diligence Report (Halina)
Tbc December	Board Development		

Paper 1.3 Rolling Forward Agenda Planner 2019



Board Development and Strategy Session			
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Paper 2 - Report from the Chair and the Chief Executive

Recommendations: LEP Board Directors are asked to note the content of this report and to consider the following items for decision

- **Delegation to the Chair and another board director to support the Pledge for the Trans Midlands Trade corridor**
- **Agree in principle the collaboration agreement between the Humber and Greater Lincolnshire LEP's**
- **Discuss current position on LEP geography**

1 Background - The report has been changed to reflect the three categories within the Annual Performance Review, namely Strategy, Delivery and Governance.

2 Chairs and CX Meetings

LEP Geography - There is increased pressure on both LEPs (Humber LEP and GLLEP) to resolve the overlap: this was set out in the letter from Minister for Local Growth, Jake Berry MP in a letter from April (paper 2.1)

A further meeting with the two LEPs and the minister is being planned for mid-May and we will report on the outcome at the Board.

The Minister also asked for a Collaboration Agreement to be developed and submitted to BEIS by end of April. A joint agreement was developed and submitted to BEIS. The document and our covering letter (paper 2.2 and Paper 2.3) for the Board's information.

Senior Sponsor – our Senior Sponsor Graham Pendlebury is retiring over the summer, his replacement has been named as Stephen Fiddler, at DFT. The CX and the BEIS Area Lead met Stephen in mid may as an introductory meeting.

Trans Midlands Trade Corridor – Seeking approval for delegation in between meetings to consider the LEP pledging support for a proposition to lobby national government for enhancement on and alongside the A46 – the trans midlands trade corridor.

Rail - the Department for Transport have confirmed Abellio as the Franchisee for the new East Midlands Railway franchise which starts in August. There are a number of enhancements to the services in greater Lincolnshire that have been proposed, this is as a result of the rail strategy commissioned and developed by the LEP and the Local Authorities in January 2016. This has been used as evidence and as a lobbying tool for the franchisees. Whilst there is always more to push for the key enhancements planned are as follows:

Enhanced service on Nottingham - Lincoln – Grimsby with limited extension to Cleethorpes

Enhanced service between Newark North Gate - Lincoln

Enhanced Nottingham - Skegness

Enhanced Peterborough - Lincoln – Doncaster from 2021

Lincoln - London

doubling of direct Lincoln - St Pancras service, via Nottingham, to 2 trains per day each way provides additional peak capacity between Nottingham and Lincoln

brand-new 125mph trains will be introduced into service from April 2022

More detailed information is available if the board is interested.

2 Area One – Strategy

Paper 2 - Report from the Chair and the Chief Executive

Progress on the Local Industrial Strategy is on the board pack today

National Audit Office Report on LEPs - The main issues have already been addressed through the LEP Review but it is worth noting the report conclusions:

(a) "With the significant amount of public funding now delivered through LEPs and the recent failure of the GCGP LEP, there is a clear rationale for more demonstrable good governance in LEPs and better oversight by the Department. We recognise the inherent tension the Department faces in developing a system of governance over a delivery model based on the devolution of funding and responsibilities to ad hoc, business-led partnerships. The Department has responded by implementing the recommendations of the Ney Review and some of those made by the Committee. **While the assurance framework is stronger, backed up by checks on compliance, it is not proven yet whether these measures will be effective in detecting and responding to governance failures over significant sums of public money.**"

(b) "The Department's accounting officer is accountable for the Local Growth Fund delivered through LEPs. However, **the Department has made no effort to evaluate the value for money of nearly £12 billion in public funding, nor does it have robust plans to do so.** The Department needs a grip on how effectively these funds are used. It needs to act if it wants to have any hope of learning the lessons of what works locally for future interventions in local growth, including the new UK Shared Prosperity Fund."

3 Area Two – Delivery

Actions	Ranking
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	Green
7 Delivery Programmes	Green

1 LEP Activity, Business Engagement and Media

LEP Board Lead - Ursula Lidbetter, LEP Exec Lead - Ruth Carver

Procurement of LIS evidence has been completed with MetroDynamics the winning bidder. The Team continues to focus on the Annual Delivery Plan (31 May), LEP Annual Report 18-19 (30 June), LEP annual Conference (12 July), continued progress on the LIS timeline, and statutory company changes arising from the LEP Review to include Codes of Conduct and Terms of Reference for all. The LEP and Business Lincolnshire also hosted two successful conferences:

Heritage Works Conference - Business Lincolnshire alongside sponsors Wilkin Chapman LLP, highlighted the latest opportunities in the tourism industry and help businesses think strategically about how they position their businesses around major tourism events and celebrations.

The event welcomed over 100 delegates, who were treated to a series of engaging talks about planning for tourism and the next steps for engaging more tourists with the heritage Lincolnshire has to offer, as well as tours around the grounds of the historic Doddington Hall.

Paper 2 - Report from the Chair and the Chief Executive

Manufacturing in Action -The successful return of the Greater Lincolnshire Manufacturing Conference took place at the end of last week, with an impressive collaboration of robotic demonstrations, industry experts and engaging panel discussions on robots vs humans in the production process. The event, hosted by Business Lincolnshire in partnership with Natwest, was attended by over 120 delegates from across the county, which included tours of the production line at the host venue, Sleaford Quality Foods.

The following Comms activity has taken place since March:-

Support on the way for Coastal Tourism -

<https://www.greaterlincolnshirelep.co.uk/whats-new/support-on-the-way-for-coastal-tourism-businesses-and-workers/>

Manufacturing in Action 2019 - <https://www.greaterlincolnshirelep.co.uk/whats-new/manufacturing-in-action-2019/>

Heritage Conference attracts over 100 delegates -

<https://www.greaterlincolnshirelep.co.uk/whats-new/heritage-conference-attracts-over-10-delegates/>

Lincolnshire's Bid for Institute of Technology moves forward -

<https://www.greaterlincolnshirelep.co.uk/whats-new/lincolns-bid-for-an-institute-of-technology-moves-forward/>

Seize the Opportunity at this year's LEP Conference -

<https://www.greaterlincolnshirelep.co.uk/whats-new/seize-the-opportunity-at-this-years-lep-conference/>

Entries now open for Made in Lincolnshire -

<https://www.greaterlincolnshirelep.co.uk/whats-new/entries-now-open-for-made-in-lincolnshire-2019/>

Growth Deal Performance – Amber

LEP Board Lead – Ursula Lidbetter, LEP Exec Lead – Halina Davies

See finance paper

3 Growing Places Fund – Green

LEP Board Lead – Ursula Lidbetter, LEP Exec Lead – Cathy Jones

CartaRE are still gathering information in support of the project which they recently proposed as an Expression of Interest. The applicant has deferred submission of a full application which is now expected in time for the Investment Board May meeting.

4 Feasibility Funding - Green

LEP Board Lead – Ursula Lidbetter, LEP Exec Lead – Cathy Jones

Paper 2 - Report from the Chair and the Chief Executive

As agreed at the last board meeting, the LEP Feasibility Fund has been reopened to projects classed as Short and Short/Medium-term within GLLEP's future project pipeline (including the six projects deemed post -assessment to be the most deliverable). As discussed, it will be a rolling fund and we will keep the application window open. This will give applicants the flexibility to apply for funding at the right time for their project, rather than to meet our deadlines. The application form and guidance note have been circulated to named contacts for the relevant projects. We will keep eligibility for the fund under review.

5 Skills – activity ongoing

LEP Board Lead – Herman Kok, LEP Exec Lead – Clare Hughes

Funding for Apprenticeship Training - Levy and Non-Levy

Businesses that are required to pay an Apprenticeship Levy, and have not spent it, are urged to consider transferring it to a non-levy paying businesses. Businesses with an annual wage bill of less than £3m do not pay the Apprenticeship levy. If they want to take on an Apprentice the Government usually pays 95% of the training bill through a contract with a College, training provider or University. These contracts are running low, and there are reports right across the country that the training organisation are starting to run out of Government funds and will not be able to pay for training of Apprenticeships with small businesses (non-levy payers). This problem has been reported to DfE. Levy payers with surplus funds are encouraged to find employers who want an apprentice but do not pay the levy. For example funds could be transferred to a local GP surgery who are unlikely to be paying the Levy and might want to fund a trainee nursing associate, and a small businesses in your supply chain might benefit from a young apprentice. For further information on transferring unused levy funds see <https://www.gov.uk/guidance/transferring-apprenticeship-service-funds>

European Social Fund (ESF)

At the last LEP meeting we said that a report summarising the impact and reach of the ESF Skills and Training Projects that ended on 31st March 2019 would be provided at this meeting. The Education and Skills Funding Agency is still collating this information and it is expected to be available by the end of June.

ESF projects that began on 1st April 2019

- Skills Support to the Unemployed, for job seekers aged 16 or higher. Awarded to national training provider People Plus. Delivered by People Plus and a number of local subcontracted training organisations.
- Support to NEET (Not in Employment, Education or Training) aged 16-24. Awarded to Market Rasen based organisation, Community Learning in Partnership. Delivered by Community Learning in Partnership and a number of other local subcontracted training organisations.

Paper 2 - Report from the Chair and the Chief Executive

- Skills Support to the Workforce, training for people in work (excluding public and voluntary sector) .Awarded to HCUK, the commercial training arm of Hull College. Delivered by HCUK and a number of local and external subcontracted training organisations. SME businesses can contact sswadmin@hcuktraining.co.uk to request fully funded training.

Helping schools to access support - Confident Choices

The LEP Skills Manager is working with LinHigher and other partners to establish an agreed framework that will make it easier for schools to access publically funded support. A range of free schemes are available for schools and most of them are funded by DfE but there is no cohesion. The draft framework has provisional agreement from the LEP's Employment and Skills Board, Lincolnshire Learning Partnership Board and LinHigher.

Work Experience and Inspiration Workshop

Employment and Skills Board (ESB) member Simon Telfer of Branston Ltd, hosted a workshop on behalf of the ESB in February to understand the barriers that pupils, teachers and employers have in providing work experience or any kind of work inspiration. The LEP Skills officer is working with him and a small group to set up a small pilot that would support the local school and smaller employers, supported by Branston, to make better links with local employers.

Skills Spotlight

There are now 100 subscribers to the LEP's monthly skills newsletters. Copies are now available on the LEP website. To see them and subscribe see:

<https://www.greaterlincolnshirelep.co.uk/priorities-and-plans/priorities/priority-skills/skills-spotlight/>

IOT Bid Success

The University of Lincoln has worked hard to develop an inclusive collaborative bid with employers and FE colleges which will specialise in agri-tech, food manufacturing, energy, digital and engineering in locations right across the LEP area. IoTs will deliver high-quality, high-level technical training and will look and feel different to existing provision, aiming to raise the profile of technical training and to close skills gaps in science, technology, engineering and maths areas. This addresses the challenges that often arise from having only one central focus point within a large geography, by developing a network of IoT provision across the LEP area, thus ensuring that employers are able to recruit from a much improved pool of STEM talent. Further announcements are expected soon.

6 ESIF – Green

LEP Board Lead – Pat Doody, LEP Executive Lead – Susannah Lewis

Paper 2 - Report from the Chair and the Chief Executive

European Regional Development Fund - Following the closure of the November 2018 call, projects requesting over £11.6 million grant have been asked to come forward to full application stage. These projects include the Advanced Engineering R&D Centre; SMART Lincs, focused on innovative SMART infrastructure technology; the continuation of successful business support schemes all linked to the Growth Hub and environmental/biodiversity improvements to the Lincoln Western Growth Corridor.

We have committed over 85% of our overall ERDF allocation to Greater Lincolnshire projects and have now been told that a further local call is more likely to be Spring/Summer 2019 where we would hope to commit any remaining unallocated funds. MHCLG have offered to do a local workshop with technical assistance staff specifically focused on Priority Axis 5 Promoting climate change adaptation, risk prevention and management which is an area where nationally and locally it has been difficult finding schemes that fit with local strategic priorities and that meet ERDF eligibility criteria.

It is still anticipated that further national calls may then be announced to take up underspends nationally but this is yet to be confirmed.

European Agricultural Fund for Rural Development - our LEADER programmes are still closed to new applications (as at 1st September 2018) but as the assessment process has taken place, a number of projects have been withdrawn (often due to planning/match not being in place). Lincolnshire LEADER Local Action Groups are currently discussing whether we open with a short call window to take up any recently unallocated funds. If this is agreed, calls & any specific call criteria will be publicised on the Greater Lincolnshire LEP website.

A decision has not been reached about when the second round of the Countryside Productivity small grant will be launched. It was originally anticipated to be early this year but the Rural Payments Agency now think that it looks like it will be at least May 2019 until this is announced.

European Social Fund - There was an uplift to the LEP allocation from £45m to £47.5m, due to exchange rate re-evaluation. The majority of this programme has been allocated to opt in partners to deliver. The first tranche of the £18.1m allocated within the programme will be coming to an end over the next 6 months.

Extensions to certain ESFA contracts have also been made to this tranche, to allow for extended delivery.

We are now in the process of looking at how we manage the rest of the LEP allocation. We have, since the last ESIF Committee meeting, entered into discussion with the Federation of Lincolnshire Colleges, North Kesteven District Council, and Lincoln College to explore different lines of enquiry. We are also following up an opportunity flagged up through the Managing Agent, and the National Lottery Community Fund (BLF).

We would be looking to develop a set of Direct Bid calls for ESF in June, if the discussions go well.

7 Greater Lincolnshire Delivery Programmes

Team Lincolnshire – Green

Paper 2 - Report from the Chair and the Chief Executive

Team Lincolnshire - The annual membership renewal has just been completed and numbers have remained high at 91 which remains reassuring. We will be hosting a focus group in June with some key Team Lincolnshire members to explore ways we can further develop the ambassador programme. We are also working with other directorates to explore ways Team Lincolnshire can help underpin some of the work they carry out - through our 3Cs - clients, contacts and campaigns.

Events continue to be an essential part of the ambassador programme and we will be releasing the 2019/20 events schedule in June.

Inward Investment - Six FDI visits took place during March and April, five of these to new companies previously unknown to the LEP. Eight visits are currently scheduled to take place in May and seven of these are companies we have not had a close relationship with in the past. Four FDI inward investment enquiries have been received during March and April 2019 and propositions were sent back for all of these.

In addition, throughout this period the LEP have been made aware of four potential expansions/investments by indigenous FDIs. Tulip Ltd at Ruskington have announced a £2.3m investment to support the increase demand for core traditional products. The Lincolnshire factory is the world's largest Scotch egg manufacturer and the UK's leading producer of cocktail sausages. The investment will allow Tulip Ltd to create a smaller specialist factory on-site at its Ruskington premises. The factory currently employs 450 workers and the investment will create further jobs.

Business Lincolnshire - Green

LEP Board Lead Prof Mary Stuart LEP Executive Lead Samantha Harrison

New ERDF Business Support Growth Hub Bid Funds secured (Update)

Business Lincolnshire Sustainable Business Growth 2 (BLSBG2) is a £5.28m project which will enable the Business Lincolnshire Growth Hub to extend the business support services being provided via the Sustainable Business Growth and Digital Business Growth projects from July 2019 to May 2022.

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

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

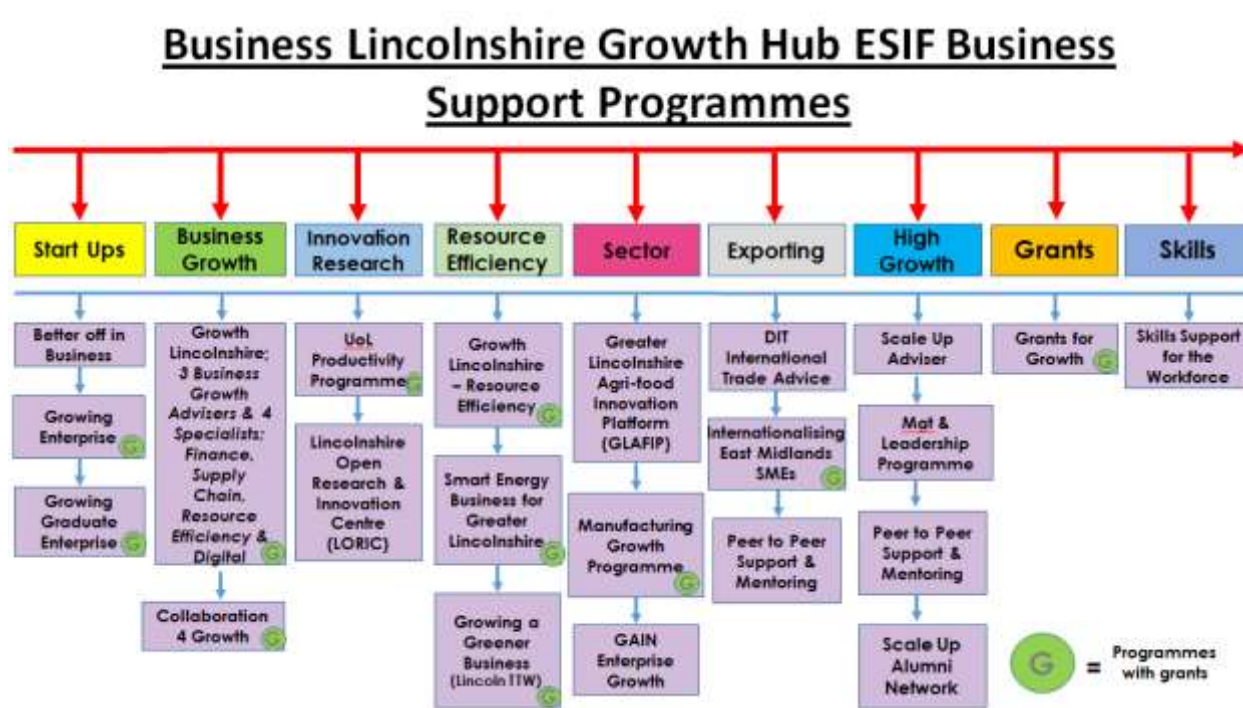
- ✓ **1 to1 business support covering**
 - information advice and guidance and action planning for growth
 - specialist advice including
 - investment readiness/ access to private sector investors
 - resource efficiency
 - developing use of digital technologies and ICT
 - Supply chain development
 - Legislative Best Practice - early stage best practice advice to businesses to achieve legislative compliance

Paper 2 - Report from the Chair and the Chief Executive

- Other niche / specialist support as demand dictates
 - o enhanced assistance for high growth potential SMEs (scale ups)
- Business Leaders Peer Support and Mentoring
- ✓ Events, briefings, workshops and masterclasses
- ✓ Business Growth Grants - providing capital (60% match) and revenue (50% match) of £1,000 to £10,000 to enable growth projects to be brought forwards
- ✓ Digital Growth Grants - providing £1,000 (50% match) grants to enable businesses to invest in digital products and services

Business Support Simplification

The majority of the existing ERDF programmes come to an end during May/June 2019. The following programmes listed below have secured ERDF continuation funding for another 3 years delivery up until 2022, this will help limit the stop/start nature of publically funded services.



Future Plans for 2019

- Launch local telephone enquiry line - implementation
- Roll out the Export Support Service for Small businesses
- Deliver the Better Business for All project
- Pub Accommodation /Redundant Historic building research and development guide
- Scaleup alumni network
- Digital Conference - #GoDigital2019 in November 2019
- Launch the Made in Lincolnshire Awards in partnership with Streets Chartered Accountants & NatWest Bank

Paper 2 - Report from the Chair and the Chief Executive

- Closedown Phase 1 ERDF projects and kick off Phase 2

The full Growth Hub update is available as an additional paper and the Financial Year End report will be published by the next July board.

Area 3 Governance

The [2019 Local Assurance Framework](#) was approved by GLLEP in March and follows the mandatory requirements and additional best practice guidance set out in the Government's National Local Growth Assurance Framework, which seeks to provide a common framework of understanding of the assurance required for local growth funding.

[The Scheme of Delegation](#) 2019 sets out the main responsibilities and functions of the organisation and the level to which they have been delegated. It is a requirement of the National Local Growth Assurance Framework for the LEP to have a comprehensive Scheme of Delegation which is reviewed and updated annually.

[The Articles of Association](#) were revised and the LEP Board of Directors' brought a resolution proposing constitutional changes to comply with the outcome from the National LEP Review to an Extraordinary General Meeting on 29th April and the vote was carried to adopt the revised constitution and the updated Articles of Association have been lodged with Companies House.

The Accountable Body Agreement is also a key element of the LEP's Governance arrangements. It sets out the respective roles of the LEP and Lincolnshire County Council as the Accountable Body and will be developed over the forthcoming months.

As agreed previously the LEP will now report consolidated accounts on a quarterly basis. The first quarter figures will be April 19 - June 19 and included in the July board paper.

Following the successful conclusion of the annual review we received our 2019/20 Growth Deal allocation of £24.6m from government along with core funding of £500k. We are still waiting to receive separate communication regarding arrangements on the second year £200,000 capacity funding. This funding is to help assist with the implementation of the LEP review and development of our Local Industrial Strategy.

Year End Accounts and Audit - The LEP's newly appointed auditors Duncan and Toplis completed their on-site audit, reporting to the finance and audit committee on 15th May. Recommendations from the Finance and Audit Committee are within this board pack.



Ministry of Housing,
Communities &
Local Government

Ursula Lidbetter MBE &
Lord Christopher Haskins
LEP Chairs
Greater Lincolnshire LEP
Humber LEP

Jake Berry MP

*Minister for the Northern Powerhouse and
Local Growth*
Ministry of Housing, Communities & Local
Government
Fry Building
2 Marsham Street
London
SW1P 4DF

Tel: 0303 444 3440

Email: jake.berry@communities.gov.uk

2 April 2019

Dear Ursula and Lord Haskins

Following my meeting on 11 March with local politicians, I am writing to follow up on your progress to remove the remaining overlaps. I am keen to bring this to a conclusion and my office will be in touch to arrange a meeting in May for you to take me through your progress, and in particular for you to confirm the detail of the collaboration agreements which you are putting in place. The Government remains clear that overlaps reduce accountability, simplicity and clarity across the whole network of LEPs and that these should be removed. Ahead of our meeting, you should work with my officials from the Cities and Local Growth Unit to develop these collaboration agreements. You should work together to ensure jointly-agreed proposed overlap resolutions and collaboration agreements are submitted to Stephen Jones, the Director of the Cities & Local Growth Unit (leppolicy@communities.gov.uk), by the end of April.

In recent months I have heard concerns about the impact of the removal of your local authority overlapping geographies. Nevertheless, having a robust mechanism to hold decision-making to account, through clear and transparent local arrangements, is a key component of *Strengthened Local Enterprise Partnerships*. I am determined that we resolve these overlaps so that we can get on with the important business of developing long-term strategies through Local Industrial Strategies as we design the UK Shared Prosperity Fund.

I am aware that a number of geography options have been developed and discussed within and across both LEPs but that it has not been possible to reach a consensus view. I recognise this is a difficult issue, particularly when trying to reflect and balance the concerns and different positions of key stakeholders. However, since the original LEP proposals on geographies at the end of September last year, I have yet to hear an effective argument for not having a coherent economic partnership that addresses key local and national assets on the Humber Estuary and which involves Humber north and south bank local authorities. This is economically important, both in the short-term as we look to manage our transition out of the European Union and in developing our long-term local industrial strategy for the region. The Government has been clear that the failure to remove the remaining overlaps will result in restricted access to the UKSPF and additional capacity funding. It is therefore important to move forward quickly from the current impasse to ensure that people, businesses and communities across the Humber and Lincolnshire are not disadvantaged.

Whilst the removal of overlaps is needed, as discussed in our recent meeting, this is not to say that local partners should not participate in the development of other LEPs' strategies.

Collaboration between LEPs is important now, not only in cases where there are overlap areas, and will be every bit as important in the future. Moving forward Government will expect collaboration between all LEPs where interests are aligned in order to maximise their impact. In particular, as stated in the *Strengthened Local Enterprise Partnerships* publication non-constituent membership status would still allow for key stakeholders to participate in the activity of the LEP.

Thank you once again for all the work that you are doing locally to drive progress in our economy. I look forward to meeting with you in the coming weeks.

Yours sincerely,

A handwritten signature in black ink that reads "Jake". The signature is written in a cursive style with a large, looped initial "J" and a horizontal line extending from the end of the word.

JAKE BERRY MP

CC: Cllr Waltham (North Lincolnshire), Cllr Watson (North East Lincolnshire)



Stephen Jones
Director, Cities and Local Growth Unit
1st Floor, Fry Building
Marsham Street
London SW1P 4DP

Sent by email: Stephen.Jones@beis.gov.uk

30 April 2019

Dear Stephen

We refer to the letter dated 2nd April from Jake Berry MP, Minister for the Northern Powerhouse and Local Growth, to our respective Chairs following his meeting in March with local politicians.

In the letter, the Minister asked us to update you on our proposal for resolving our current overlap and putting in place a collaboration agreement. In this joint letter we provide that update.

We noted the Minister's reference to the *Strengthened Local Enterprise Partnerships* recommendations on overlapping LEP geographies and the desire to see such arrangements resolved to provide greater clarity and accountability. We appreciate the Minister's commitment to help resolve the issue in our areas.

We are also grateful for the Minister's recognition of the progress we are making in driving forward our respective economies. Our work on developing our Local Industrial Strategies continues apace, including good progress in business and stakeholder engagement. Work on delivering our Growth Deal and other regeneration programmes continues for the benefit of our local economies and we are seeing tangible outcomes.

On the issue of our overlap, as you will be aware local elections take place this week across nearly all of our local authority areas. It has therefore been impossible to seek an agreement on this with our local authority partners over the last four weeks. However, we believe that progress could be made rapidly after the local elections. Both LEPs are committed to resolving the issue by the end of May, including taking proposals through our respective LEP Boards during the May cycle.

On the collaboration agreement, we have made swift progress and we attach our draft collaboration agreement that covers joint working in all of the relevant areas. This will be subject to approval by both LEP Boards in May.

As you are aware we already have a strong track record of collaboration both regionally and nationally with our neighbouring and distant LEPs.

In the Humber, we work closely with York, North Yorkshire & East Riding LEP on employment and skills issues; collaborate with both overlapping LEPs on various ESIF calls and projects; and are active in both Transport for the North and the NP11, including as joint lead on energy with the Tees Valley. Our Chair is also building a closer relationship with Liverpool City Region around connectivity between our two port complexes, which will be important for the future development of the Northern Powerhouse.

In Greater Lincolnshire, the Board will further propose a Collaboration Board at its May meeting, to drive forward meaningful collaborations with neighbouring LEPs and other partners, in particular New Anglia LEP, Cambridge and Peterborough Combined Authority, D2N2 and the Humber LEP. Greater Lincolnshire LEP is a strong partner with the Midlands Engine, representing East Midlands LEPs. We additionally play an active role in the LEP Network, and are leading on a number of national groups convening all LEPs on agritech and food production driving the productivity agenda for the food and drink sector, the largest sector in the UK.

We hope these examples provide clear evidence our continued commitment to collaboration in all areas including our two respective LEPs.

You will note from the draft agreement that we are seeking some limited support from Government to facilitate our future collaboration. As you know, because of the nature of our economies, our two LEPs have smaller teams and less partner capacity to draw on than the large metro areas. Support from Government would help to ensure that we can adequately resource meaningful collaborative activities, as the Minister rightly expects, and would also be helpful in ensuring local political stakeholders in particular support future arrangements post-overlaps.

Our Chairs look forward to meeting Jake Berry MP and yourself in the coming weeks.

Yours sincerely



Kishor Tailor
Humber LEP Chief Executive



Ruth Carver
GLLEP Director

Cc Lord Haskins
Ursula Lidbetter

DRAFT Humber LEP / Greater Lincolnshire LEP collaboration agreement

Date effective from:

Introduction

Following Government's decision to end LEP overlaps, the Humber LEP and Greater Lincolnshire LEP ("the LEPs") are developing a joint approach to dealing with areas of shared interest. This document sets out how the LEPs plan to take these forward.

The LEPs are committed to collaborating only on a focused set of issues where it is relevant to work together and will add value. To ensure that this collaboration is meaningful and effective, the two LEPs want to be specific about what they will do and how they will do it. Any collaboration would create additionally and achieve more than the individual LEPs can do on their own.

The LEPs also recognise that they both have wide areas to cover, and collaboration should not distort their work in other areas or with other partners.

The LEPs are seeking Government support for these arrangements as part of taking forward the LEP Review, and in line with the development of their local industrial strategies.

Both LEPs will also collaborate individually with other LEPs. The Humber LEP will seek to formalise collaborative arrangements with the York, North Yorkshire and East Riding LEP once its merger discussions with Leeds City Region are complete. The Greater Lincolnshire LEP and Cambridge and Peterborough MCA have jointly developed a draft MOU on areas of collaboration and priorities, and the Greater Lincolnshire LEP will develop relevant and proportional collaboration agreements with its other neighbours such as New Anglia and D2N2.

On some issues it may also be appropriate to take a wider LEP approach. Both LEPs are active in the national LEP Network and respective sub-national arrangements for the Northern Powerhouse and Midlands Engine. The LEPs are also exploring the potential for developing a strategic "Eastern Gateway" approach with the York, North Yorkshire and East Riding LEP.

Areas for collaboration

In *Strengthened Local Enterprise Partnerships* the Government set out that LEPs should focus on four activities to support the development and delivery of their Local Industrial Strategies (LISs): strategy, allocation of funds, co-ordination and advocacy.

The LEPs will collaborate on these as follows:

Strategy

Developing Local Industrial Strategies

- The LEPs will have separate LISs for their areas, but will include joint priorities where relevant.
- During the production (and future updates) of their LISs, the LEPs will consult each other and consider jointly commissioning research where appropriate.
- During the production of the data analysis required by the Skills Advisory Panels both LEPs will share development plans.
- To ensure the LEPs have capacity to take forward the development of their LISs, they ask Government to release the previously-allocated additional capacity funding.

Food sector

- The LEPs will agree a joint strategy for food (including seafood, food processing, agri-tech and primary agriculture) covering Greater Lincolnshire and the Humber, which will support their local industrial strategies. This could also include York & North Yorkshire, subject to further discussion. This will be supported by:
 - A joint food sector advisory board, which will make recommendations to the two LEP Boards (As the Humber LEP does not currently have a food sector board, this could be an expansion of the existing Greater Lincolnshire LEP food sector board or a new entity)
 - Co-ordinated food sector engagement (e.g. joint meetings, events, activities)
 - Co-ordinated trade and exports promotion building on the opportunities to use the Humber ports and Humberside Airport as gateways for food sector investment
 - LEP-specific delivery plans
 - Sharing of sector-specific business support resources between the two Growth Hubs
 - Consideration of joint commissioning of business support and skills support programmes for the sector when UKSPF investment priorities are set
 - Joint approach to food sector innovation, including facilitating via Growth Hubs access to food innovation assets in neighbouring areas

Energy

- The LEPs will have separate strategic focuses on energy through their local industrial strategies and local energy strategies, recognising that the Humber's focus on offshore wind and the decarbonisation of its industrial cluster is different to Greater Lincolnshire's focus. However, the LEPs will work together on opportunities to develop supporting supply chains and services and share learning as their approaches develop.

Visitor economy

- Yorkshire and Lincolnshire have separate strong brands for tourism, but the Humber brand has less relevance for this sector. North Lincolnshire Council and North East Lincolnshire Council will therefore be able to remain part of Greater Lincolnshire visitor economy initiatives. Humber LEP will consider “opting-in” through its UKSPF allocation to any programmes developed for the sector in Greater Lincolnshire, ensuring Northern Lincolnshire can be covered in addition to any East Yorkshire initiatives covering the North Bank of the Humber.

Place marketing

- The distinctive Lincolnshire and Humber brands are also complementary for marketing Northern Lincolnshire as a place to live, work and invest, so both will continue to be used as appropriate. The LEPs will support this as follows:
 - Greater Lincolnshire LEP will lead the development and communication of the Greater Lincolnshire narrative, including quality of life, supporting workforce recruitment; natural environment; and food provenance.
 - Humber LEP will lead the development and communication of the Humber narrative, including the Humber Energy Estuary, ports and associated industries.
 - The LEPs will share these complementary place stories and work with relevant partners (e.g. local authorities, Business Lincolnshire, Marketing Humber) to communicate them.

Coastal communities

- The LEPs want to develop an ambitious joint approach to revitalising their coastal communities that could be an exemplar for other areas, building on the innovative Grimsby Town Deal. This may also be extended to cover North Yorkshire. This will include:
 - Appointing a coastal communities lead for each LEP to develop coastal communities approaches in the LEPs’ local industrial strategies.
 - Addressing low critical mass by facilitating the development of new models of service delivery, sharing learning between the LEPs and with other areas.
 - Sharing approaches to addressing seasonality in coastal economies.
 - To enable this, subject to Managing Authority agreement, the LEPs will create coastal communities investment programmes for areas not currently covered by CLLD, using unallocated funds from their existing ESIF allocations and the national performance reserve. This may be extended through UKSPF.
- The LEPs will also make the case for improving transport links to coastal communities, including through their local industrial strategies.

Rural economy and market towns

- The LEPs ask Government for a conversation about how the Stronger Towns Fund can work in areas like ours, with a view to working together to test new investment approaches.

Allocation of funds

- Existing ESIF and LGF programmes will continue on their current geographies until they end.
- The LEPs will manage future programmes (e.g. UKSPF) separately without overlaps, but will consider joint investment priorities and joint commissioning on the shared priorities outlined in their strategies. As part of this, the LEPs will consider opportunities for joint bids for pilot programmes. The LEPs will consult each other as their investment plans are developed.
- On LEP skills capital investments, the LEPs will continue to be mindful of each provider institution's travel to learn area, ensuring that any investment serves the needs of the LEP economies. In addition the LEPs will consider, where appropriate, joint calls via the UK Shared Prosperity Fund to enable greater alignment of activity with monitoring and reporting to each LEP Board.

Co-ordination

- Where any economic shocks have cross-boundary effects, the LEPs will co-ordinate their responses.

Advocacy

- The LEPs will work together to advocate common issues including (but not limited to):
 - North/south transport connectivity between the Northern Powerhouse and Midlands Engine
 - Rail connectivity between Northern Lincolnshire and London
 - Rural economy, including market towns
 - Coastal communities
 - Sector issues affecting both areas
- Greater Lincolnshire LEP will continue to advocate connectivity with the Humber Ports through the Midlands Engine and Midlands Connect. The Humber LEP will provide support for this where required, and continue to lead input on the Northern Powerhouse.

Facilitating collaboration

The LEPs' intention is for meaningful collaboration on the areas set out in this agreement to be routine and embedded in what they do and how they operate. In addition to the working-

level relationships required to implement this agreement, the LEPs will also establish some formal mechanisms to ensure their collaboration is effective. These will include:

- Regular meetings (at least three per year) between the LEPs' Chairs and senior officers, along with other relevant Board members as appropriate.
- Joint reports to the LEPs' Boards on the outcomes of these meetings and ongoing collaborative activities to ensure Board accountability.
- As plans develop, specifics will be included in the LEPs' annual delivery plans and annual reports to ensure transparency.
- This agreement will be reviewed at the end of each financial year alongside the review and production of annual delivery plans, and reported on to the LEPs' Boards.

Resourcing

Both LEPs have comparatively small amounts of capacity available to support their work, and fewer partners to call on for support than in larger metro areas. Although they believe in collaboration, and have prioritised the areas where they are seeking to collaborate, the LEPs recognise that their ability to do this will be restricted by the resources they can offer.

To enable the LEPs to move forward with this collaborative approach, the LEPs are asking Government for some support as follows:

- Managing Authority approval to unlock unallocated funds in their current ESIF programmes, and access to the national performance reserve where local allocations are already fully committed or insufficient. This will specifically enable work on coastal communities to progress.
- Previously allocated local industrial strategy capacity funding to be released to enable the LEPs to complete this important work to a high standard and on a level playing field with other LEPs (£100k from 2018/19 and the full £200k for 2019/20).
- A one-off allocation of additional capacity funding from that set aside to support LEP collaboration. This would enable the LEPs to jointly take forward work on the food sector. This would comprise:
 - £110k over 2 years to fund a food sector specialist, to be employed by Greater Lincolnshire LEP on behalf of the two LEPs
 - £50k one-off to buy in additional support to develop the strategy

Paper 3

Year End Finances 18/19

1 Summary

1.1 The Finance and Audit (F&A) committee met on the 15th May 2019 to review, in detail the year end finances for the period 18/19. This paper provides:

- an overview of the LEP Finances
- proposed changes in financial reporting
- Growth Deal Dashboard sign off for the quarter 4 period

1.2 The board is asked to approve the recommendations made by the finance and audit committee.

2 Recommendations from the Finance and Audit Committee

2.1. Following scrutiny from the committee and external audit feedback the committee make the following recommendations to board:

- Approve and recommend the Financial Report (**Paper 3.1**) for sign off and incorporating into the Annual Report.
- Delegate authority for approval and sign-off of the final version of the annual report to the LEP Chair, Chief Executive and one other board member to coincide with the AGM and annual conference in July.
- Approve the payment of accountable body costs from cash balance interest to the sum of £67,791
- Approve the £49,170 gained on the Invest and Grow fund to be placed back in the loan fund for future use as per the Cash Balance and Reserve policy.
- Approve that the remaining interest of £33,595 gained within the 18/19 period on cash balances be utilised to increase the Commissioned Feasibility Fund to a total value of £203,474.
- Approve the submission of the Q4 Growth Deal Dashboard to government as per the reporting requirements.

3 Annual Report

3.1 The Government's 'Strengthened Local Enterprise Partnerships' policy paper, published in July 2018, set out the expectation that Local Enterprise Partnerships would produce an Annual Delivery Plan and a new-format Annual Report aligned to that Plan. These documents will inform objective assessments of Local Enterprise Partnership performance both nationally and locally.

3.2 Although there was not a formal delivery plan for 17/18 it is proposed that the LEP Annual Report 2018-19 will incorporate a financial reporting section for the first time to show the LEP's commitment to meeting the guidance provided by government.

3.3 The draft 2018/19 Annual Report builds on the successful format used in previous years, but also takes account of the new national requirements. It will include:

- Foreword from the LEP Chair

Paper 3

Year End Finances 18/19

- Overall aims of the LEP
- Highlights and key achievements for 2018/19
- Performance against key indicators
- Financial overview: Financial report including
- Achievements for each funding programme
- Achievements in priority areas / sectors
- Featured projects/ short case studies

- 3.4 The Annual Report is required to be published in July for presentation and adoption of the AGM and to coincide with the annual conference. This gives time to incorporate a fully audited annual financial report and produce a professional company report.
- 3.5 There are no further F&A meetings or LEP Board meetings between May and the AGM in July, therefore the committee recommends that authority for approval and sign-off of the final report be delegated to the LEP Chair, Chief Executive and one other board member.

4 LEP Finances 18/19

- 4.1 The LEP received over £14million of funding within the year including its core funding allocation of £500k and the third tranche of £8.7million of Single Local Growth Fund following a successful annual conversation sign off. Expenditure amounted to just under 10Million seeing an increased year end cash balance.
- 4.2 **Paper 3.1** provides a summary statement from the Accountable Body and **Paper 3.4** gives the board external audit assurance from Duncan & Toplis following their work in May.
- 4.3 The F&A committee received a detailed financial paper and accompanying documents on the 15th May. This was followed by a report and verbal feedback from Duncan & Toplis.
- 4.4 The table below provides a summary on the main LEP finances:

Core Operational Budget	£500k was received in year and the LEP came in slightly over budget by £16 which was drawn down from the core reserve.
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Core Other	Within the year the LEP received £370k of income as follows: £40k - repayment of court costs £155k - to support manufacturing growth £75k - contribution to skills advisory panels. £100k - implementing the recommendations of the LEP Review. £118k has been spent from core reserves including transfer of incurred legal fees (40k), production of our
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Paper 3

Year End Finances 18/19

Energy strategy (41k), Housing evidence Base (15k) and Enterprise Coordinator role (21k).

The Feasibility Fund is split into 2 separate elements.

The original feasibility pot for contracted projects had an 18/19 starting position of £184K. Within the year £98.3k was released to contracted projects and we expect a further £51.5k to be released in 19/20. There is therefore a balance of £34.2k left to commit.

Feasibility Fund

The commissioned feasibility pot was created pending work on the LEP pipeline. The starting position was 104K and the board made previous decisions to increase this by 31.5k in July 18 from uncommitted reserves. We also agreed that any future underspend on the contracted pot should be placed on the commissioned fund. This results in a year end fund of £170K.

Greater Lincolnshire Business Investment Fund

Within 2018/19, 5 projects have been approved and contracted to a total value of £1.5m. 2 grant payments were made to the sum of £135.5k and the project management costs of £30k were released to Greensborough Ltd. The fund is 50% committed and enquiries remain strong so we can expect full commitment of this fund.

The LEP currently hold contracts to the total spend value of £310million with an agreed grant contribution of £101million single local growth fund therefore leveraging in a further £209million of investment.

With year the LEP received and spent its allocation of £8.7m. Spend on projects was higher and we were able to evidence a further £6.1M through previous advance payments.

No offset was used in this year however the LEP did utilise 106K of monies that had been paid back from 2 withdrawn projects.

SLGF

Output delivery has improved against targets with both Jobs and No of learners exceeding their forecast. Jobs are at 94% and Skills space at 93%.

The Quarter 4 Dashboard (**Paper3.2**) provides the board with a year-end position on both spend and outputs and the current risk rating on individual contracted projects. With board approval the Dashboard will be submitted to government as per the reporting requirements.

Paper 3

Year End Finances 18/19

Invest and Grow Loan

Within the year we have received one loan repayment of £600,000 from the Stokes Café investment. Loan interest received in period was £240k. The resulted in an increase of the loan fund (not including cash balance interest) to £3.121m.

Long term investment Loans as at 31st March 2019 amounted to £4.3m as follows:

- £3.5m - Chestnut Homes - Boston Quadrant
- £800k - The Lincolnshire Bomber Command Memorial.

No further loan applications were submitted in 18/19 however 2 enquiries are being progressed.

4.5 As per previous years the LEP receive interest on cash balances held by the Accountable Body on our behalf. The interest is estimated at year end and then once reviewed adjustments are made.

4.6 Within the year a total of £151k of interest was received as follows:-

Cash Balance 1 - Core	Core Funding, Reserves and other cash balances	£7,977
Cash Balance 2 - Invest and Grow	Growing Places Fund (Invest to grow)	£49,170
Cash Balance 3 - SLGF	Single Local Growth Fund	£93,409

4.7 Accountable Body costs were estimated at £84,000 at the beginning of the year given the uncertainties as to the implementation of the s151 guidance and the increase in the number of LEP funded projects. Actual costs have however been agreed at £67,791. The F&A committee recommend that the costs be released to the Accountable Body from the interest gained on the SLGF cash balance interest.

4.8 As per the Cash Balance and Interest policy the F and A committee recommend that the interest on cash balance 2 be place back into the Invest and Grow loan fund.

4.9 Remaining interest uncommitted amounts to £33.6k and it is recommended that this is placed on the Commissioned Feasibility Fund (detailed in the overview above to increase it from £170k to 204K following the adjusted pipeline of 61 schemes to help bring some of these forward.

5 Year - end Cash Balances

Paper 3

Year End Finances 18/19

5.1 **Paper 3.3** shows the closing cash balances pending recommendations to board. The report shows that we hold £10.9million of cash balances of which the majority are committed. We would advise board that a full review should be taken on the committed balances as part of 19/20 mid- year reporting. The board will note that Interest only shows as £127K and not the 151K detailed in section 4.6. This is due to adjustment of 23K that will appear in the 19/20 financial summary following reconciliation by the Accountable Body.

6 **Audit**

6.1 Duncan & Toplis conducted an audit on all the LEP finances detailed above and presented their findings to the F&A committee who agreed their original scope. A full copy of the report is attached at **Paper 3.4** but summarises the finances are a fair representation of the financial activities of the year ended 31 March 2019. All members of the F&A committee welcomed the thorough audit that had been undertaken and recommend that a copy be placed on the LEP website following the board meeting.

**GREATER LINCOLNSHIRE LOCAL ENTERPRISE PARTNERSHIP
LIMITED**

(A COMPANY LIMITED BY GUARANTEE)

Registered number: 09223395

ANNUAL FINANCIAL SUMMARY
FOR THE YEAR ENDED 31 MARCH 2019

COMPANY INFORMATION

DIRECTORS (at year end)	Ursula Lidbetter David Dexter Mary Stuart Pat Doody Herman Kok Chris Baron Steve Middlebrough Colin Davie Rob Waltham Dean Fathers Richard Metcalf Craig Leyland Peter Wheatley Debbie Barnes Zoe Easey Sarah Louise Fairburn Gary Headland Nick Worboys
DIRECTORS (in period)	Richard Wills (retired 12.11.18) Keith Ireland (incorporated 21.09.18/retired 04.12.18)
COMPANY SECRETARY	Wilkin Chapman LLP The Maltings, 11-15 Brayford Wharf E, Lincoln LN5 7AY
ACCOUNTABLE BODY	Lincolnshire County Council County Offices, Newland, Lincoln, LN1 1YL
REGISTERED NUMBER	09223395
REGISTERED OFFICE	Greater Lincolnshire LEP County Offices, Newland, Lincoln, LN1 1YL
Auditors	Duncan & Toplis 4 Henley Way Doddington Road Lincoln LN6 3QR

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INCOME AND EXPENDITURE
FOR THE YEAR ENDED 31 MARCH 2019

FINANCIAL SUMMARY 2018/19

<i>INCOME</i>	<i>Note</i>		<i>18/19</i>		<i>17/18</i>
Core Funding	1,2	£	500,000	£	500,000
Other Core contributions	1	£	370,000	£	70,000
Department of Transport		£	-	£	-
Invest and Grow	3	£	839,426	£	290,109
Growth Hub	5	£	246,000	£	246,000
Single Local Growth Fund	4	£	12,333,858	£	15,843,689
Gross interest (on Cash Balances)		£	126,792	£	108,877
Total Income		£	14,416,076	£	17,058,675

<i>EXPENDITURE</i>	<i>Note</i>		<i>18/19</i>		<i>17/18</i>
Core Funding	1,2	£	500,016	£	481,398
Other Core contributions	1	£	117,959	£	28,850
Department of Transport		£	-	£	-
Invest and Grow (Loan)		£	-	£	600,000
Invest and Grow (Other)	3	£	-	£	10,090
Feasibility	3	£	98,299	£	87,811
Business Investment Fund	3	£	165,502	£	15,000
Growth Hub	5	£	246,000	£	246,000
Single Local Growth Fund	4	£	8,840,354	£	15,687,335
Total Expenditure		£	9,968,130	£	17,156,484

BALANCE SHEET
FOR THE YEAR ENDED 31 MARCH 2019

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

<i>CASH BALANCES</i>			<i>YEAR END CLOSING BALANCE</i>	
	<i>Note</i>		<i>18/19</i>	<i>17/18</i>
Invest to Grow Fund	3	£	3,121,038	£ 2,251,643
Other cash balances		£	649,862	£ 397,485
Capacity 2 Fund		£	-	£ 28,600
Core Reserve		£	296,840	£ 296,855
Business Investment Fund	3	£	2,819,498	£ 2,985,000
Feasibility Fund	3	£	221,439	£ 288,171
Single Local Growth Fund	4	£	3,649,858	£ 156,354
Net Interest Received	6	£	-	£ 33,270
Gross Interest received	6	£	126,792	N/A
Total		£	10,885,328	£ 6,437,378
Long term loan investments		£	4,300,000	£ 4,900,000

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2019**

- Net credit on the account is (£4,447,946)

	£
Core Cost net spend	16
Other Core contributions	(252,041)
Invest To Grow payback	(839,426)
Feasibility Fund drawdown	98,299
Business Investment Fund drawdown	165,502
SLGF	(3,493,504)
Gross Interest	(126,792)
Net balance	(£4,447,946)

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

Note 1: Core Funding Breakdown

AREA - DESCRIPTION	ACTUAL SPEND (£)
Executive Team	225,004
Operational	275,012
TOTAL	500,016

There is a small overspend of £16 and this money has been drawdown from the LEP core reserves.

Within the year the LEP received the following additional income contributions:-

- £40,000 as part repayment of court costs following a successful Judicial review challenge.
- £155,000 to support manufacturing growth in Greater Lincolnshire.
- £75,000 contribution to move forward the skills advisory panels.
- £100,000 to support the work of implementing the recommendations of the LEP Review.

Within year £117,959 of committed reserves have been used as follows:-

AREA - DESCRIPTION	ACTUAL SPEND (£)
Judicial Review legal cost transfer	40,000
Enterprise Co-ordinator	21,249
Energy strategy	41,710
Housing and Growth Deal evidence base	15,000
TOTAL	£117,959

Note 2: Match funding (including voluntary board contribution)

There is a requirement for the LEP to match fund £250,000 of the core budget with a further £250,000 of match funding. Analysis has shown that match funding of £316,784.48 has been achieved supporting the delivery of the LEP core function.

These costs are made up of:-

- | | |
|---|--------------|
| • Board Directors Voluntary Time (Equivalent Value) | £ 56,042.28 |
| • LCC officer support (Non Accountable Body) | £ 200,925.44 |
| • Consultancy Shared service | £ 12,044.86 |
| • Events | £ 47,771.90 |

Note 3: Invest and Grow

The balance as at 1st April 2018 was £2,281,612 (with applied interest).

Within the year we have received one loan repayment of £600,000 from the Stokes Café investment. Loan interest received in period was £239,426. This resulted in an increase of the loan fund (not including cash balance interest) to £3,121,038.

Long term investment Loans as at 31st March 2019 amounted to £4,300,000 as follows:

- £3,500,000 - Chestnut Homes - Boston Quadrant
- £800,000 - The Lincolnshire Bomber Command Memorial.

Within the Invest to Grow cash balance 2 other funds have been created:

Note 4: Feasibility Pot

The total feasibility pot at the beginning of the financial year was £288,172. Within the year £31,566 was added to create a larger feasibility pot of £319,738. This was split into 2 distinct funds:

- | | |
|---------------------------------|----------|
| • Feasibility fund committed | £215,714 |
| • Feasibility fund commissioned | £104,024 |

Overall 9 contracts have been awarded to a value of £306,500. Within the year 1 contract has withdrawn to a value of 50K and 1 project remains uncontracted 20K. Other projects have underspent against their agreed contractual values.

£98,299 has been paid to contracts within the financial year and estimated spend in 2019/20 will be £51,560.40.

As at the 31st March 2019 the two funds have been realigned and now are:

- | | |
|---------------------------------|----------|
| • Feasibility fund committed | £51,560 |
| • Feasibility fund commissioned | £169,879 |

Note 5: Business Investment Fund

The Greater Lincolnshire Growth Fund was launched in October 2017 and here has been significant interest in the fund. The fund is promoted through the Greater Lincolnshire website and administered through a contract with Greenborough Ltd (Business Growth and Project Management service). Within 2018/19 5 projects have been approved and contracted:

Company	Location	Project Summary	Grant
Tong Engineering Ltd	Spilsby	To create a new production facility, enabling the company to consolidate their two existing sites in to one; safeguarding the future of the company by ensuring the business meets its growth aspirations.	£500,000
SDG Access Ltd	Navenby	To build a new bespoke business premises, enabling the company to consolidate their two existing sites in to one; safeguarding the future of the company by enabling the company to deliver against their growth aspirations	£151,346
Wolds Manufacturing Services Ltd	Louth	To build a new manufacturing facility, enabling the company to significantly improve production efficiency ensuring they have the capacity to meet increasing customer demand and deliver against future growth plans.	£327,653
SBS Ltd	Heckington	To buy/build a new premise to house the full manufacturing facility to meet increasing orders	£299,860
WISE Software Ltd	Saxilby	The company will develop a 'goods to picker' warehouse automation system, a new robotics arm to their software business.	£218,806
Total grant award			£1,497,665

Within the year Project management costs and 2 grant payments have been made:

- SDG Access Ltd - £18,443
- Wolds Manufacturing Services Ltd - £117,059
- Greenborough Ltd - £30,000

Note 6: Single Local Growth Fund

We currently hold contracts with an agreed grant contribution of £101,375,322. The LEP is 82% contracted against its total growth Deal allocation of £123,647,638.

Within the year we received our third tranche of growth deal monies to the sum of £8,733,858. The table below shows how the monies were distributed across the growth deal projects.

PROJECT NAME	Single local Growth Fund
Boston Quadrant	268,327
Unlocking Rural Housing	65,306
Lincoln Transport Hub	179,336
Normanby Enterprise Park	294,159
Agri-food Centre of Excellence	600,000
Holbeach Peppermint Junction	53,585
Scunthorpe Town Centre	3,465,000
Grantham Technology and Innovation Centre	1,800,000
Gainsborough Growth Phase 1	1,440,000
Hemswell Food Enterprise Zone	129,906
Europarc Food Enterprise Zone	33,641
South Humber Infrastructure Investment Programme Phase 2	487,879
Due diligence costs	23,215
Total Programme	£8,840,354

Within year £3,600,000 was paid back from the Skegness Countryside Business Park project following a substantial project change. These monies have been placed on the reserve for future allocation. £156,354 had previously been paid back from the withdrawal of the Grantham College project. £106,496 of this was utilised this year leaving a committed reserve of £3,649,858

Note 7: Growth Hub

The Greater Lincolnshire LEP secured £246,000 of revenue funding from BEIS to continue the operation of the Growth Hub service during 2018-2019.

The Business Lincolnshire Growth Hub has continued:

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

A detailed report on growth Hub activity will be submitted to government on the 31st May 2019.

Note 8: Interest

All interest has been applied as per the cash balance and interest policy. It will be requested that Interest gained on the Single Local Growth Fund be offset with £67,791.09 of agreed Accountable Body running costs.

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

Note 9: Net Interest:

Cash Balance 1	Core Funding, Reserves and other cash balances	£7,977
Cash Balance 2	Growing Places Fund (Invest to grow)	£49,170
Cash Balance 3	Single Local Growth Fund	£69,646*

*As part of year end procedures the Accountable Body reviewed interest calculations and identified an adjustment for an additional £23,763 for Cash balance 3. This will be added within the 19/20 financial year.

Note 10: Cash Balances

As recommended by the Finance and Audit Committee and agreed by LEP board the Accountable Body will hold three distinct cash balances on account. The table below shows the closing cash balances for the year 18/19

Cash Balance 1	Core Funding, Reserves and other cash balances	£954,679
Cash Balance 2	Growing Places Fund (Invest to grow)	£6,211,145
Cash Balance 3	Single Local Growth Fund	£3,719,504

The total cash balance as at 31st March 2019 held on behalf of the LEP by the Accountable body is £10,885,328.

END

Growth Deal Dashboard

LEP Name **Greater Lincolnshire LEP**

This Quarter: **Q4_1819**

Deliverables Progress

	This Quarter	15-17	Financial Year					Total
			17-18	18-19	19-20	20-21	21-25	
Housing								
Houses Completed	13	0	384	61	0	0	-	445
Forecast for year	65	-	384	65	634	1,342	1,456	3,881
Progress towards forecast	20%	-	100%	94%	0%	0%	-	11%
Jobs								
Jobs Created	75	0	218	332	0	0	-	550
Apprenticeships Created*	0	0	0	0	0	0	-	0
Jobs including Apprenticeships	75	0	218	332	0	0	-	550
Forecast for year	220	-	218	220	1,289	2,955	4,432	9,114
Progress towards forecast	34%	-	100%	151%	0%	0%	-	6%
* Apprenticeships included within jobs totals prior to 2017								
Skills								
Area of new or improved floorspace (m2)	863	0	0	863	0	0	-	863
Forecast for year	928	-	0	928	3,000	7,039	0	10,967
Progress towards forecast	93%	-	-	93%	0%	0%	-	8%
Transport								
Number of New Learners Assisted	4	0	378	830	0	0	-	1,208
Forecast for year	676	-	378	676	715	867	800	3,436
Progress towards forecast	1%	-	100%	123%	0%	0%	-	35%
Length of Road Resurfaced	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0
Length of Newly Built Road	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0
Length New Cycle Ways	0.0	0.0	0.0	0.0	0.0	0.0	-	0.0

Project RAG Ratings

Project Name	Previous Quarter Q3_1819	This Quarter Q4_1819	Project Name	Previous Quarter Q3_1819	This Quarter Q4_1819
Grantham Southern Relief Road	A	A	South Humber Infrastructure Investment Program	A	A
Boston Quadrant Infrastructure Programme	A	A	Gainsborough Growth phase 2	-	N/A
Boole Technology Centre	G	G	Due Dilligence	-	N/A
Unlocking Rural Housing	AG	AG	-	-	-
Bishop Burton College Lincolnshire Showground	AG	AG	-	-	-
Tentercroft Street Growth Corridor Phases 1 and 2	G	G	-	-	-
Lincoln Transport Hub	G	G	-	-	-
Go Skegness Sustainable Transport	AG	AG	-	-	-
Access to Employment Zones Phase 1	G	G	-	-	-
Normanby Enterprise Park	A	AR	-	-	-
Northern Roundabout Junction	N/A	N/A	-	-	-
South Humber Infrastructure Investment Program	A	A	-	-	-
Lincolnshire Lakes Lake 1	AR	R	-	-	-
Agri-Food Centre of Excellence	N/A	AG	-	-	-
Holbeach Peppermint Junction	A	AG	-	-	-
Scunthorpe Town Centre	G	AG	-	-	-
A46-A15	N/A	N/A	-	-	-
Sleaford Growth Project	N/A	N/A	-	-	-
Sutterton Roundabout	G	G	-	-	-
Grantham Technology and innovation Centre	N/A	G	-	-	-
Gainsborough Growth	N/A	G	-	-	-
Skills Capital Investment Fund	A	AR	-	-	-
GL Centre of Medical Science	N/A	N/A	-	-	-
Advanced Engineering R and D Centre	N/A	N/A	-	-	-
Holbeach Food Enterprise Zone	A	AR	-	-	-
SLGF Balance	0	N/A	-	-	-
Hemswell Food Enterprise Zone	N/A	AG	-	-	-
Europarc Food Enterprise Zone	N/A	G	-	-	-
Skegness Business Park	N/A	N/A	-	-	-
Access to Employment Zones Phase 2	N/A	N/A	-	-	-

Growth Deal Performance
AG

Area lead comments

Financial Progress

LGF Award	2015-16	2016-17	17-18	18-19	19-20	20-21	Total
	£26,400,000	£39,863,787	£12,687,335	£8,733,858	£6,809,606	£18,153,052	£112,647,638
LGF Outturn							
This Quarter			15-17	17-18	18-19	19-20	20-21
Actual	£ 8,258,546		£ 46,524,178	£ 14,181,938	£ 8,661,451	£ -	£ -
Forecast for year	£ 7,527,403		£ 42,924,177	£ 14,181,937	£ 7,527,403	£ 21,306,291	£ 26,731,045
Progress towards forecast	110%		108%	100%	115%	0%	0%
LGF Expenditure							
This Quarter			15-17	17-18	18-19	19-20	20-21
Actual	£ 9,241,230		£ 36,605,631	£ 8,304,579	£ 12,801,983	£ -	£ -
Forecast for year	£ 15,880,879		£ 33,005,631	£ 8,737,800	£ 15,880,879	£ 29,504,439	£ 25,503,891
Progress towards forecast	58%		95%	81%	0%	0%	0%
Non-LGF Expenditure							
This Quarter			15-17	17-18	18-19	19-20	20-21
Actual	£ 22,279,183		£ 45,471,567	£ 36,474,796	£ 30,859,218	£ -	£ -
Forecast for year	£ 35,721,097		£ 45,131,335	£ 36,302,908	£ 35,721,097	£ 45,824,898	£ 70,036,944
Progress towards forecast	62%		100%	86%	0%	0%	0%
Total LGF + non-LGF Expenditure							
This Quarter			15-17	17-18	18-19	19-20	20-21
Actual	£ 31,520,414		£ 82,077,198	£ 44,779,375	£ 43,661,201	£ -	£ -
Forecast for year	£ 51,601,976		£ 78,136,966	£ 45,040,708	£ 51,601,976	£ 75,329,337	£ 95,540,835
Progress towards forecast	61%		+105%	+99%	+85%	+0%	+0%

Contractual Commitments (manual entry)

	15-17	17-18	18-19	19-20	20-21	Total
Forecast	£ 34,980,339	£ 15,315,589	£ 23,796,048	£ 18,356,359	£ 20,199,303	£ 112,647,638
Actual	£ 36,605,631					£ 36,605,631
Variance	+5%	-100%	-100%	-100%	-100%	-68%

Commentary

Overall Growth deal performance sees the LEP remain on a Amber/green risk rating.

- 6 new projects were entered into in Q4 to a value of over 13Million.
- Two high risk uncontracted schemes (Skegness Gateway Project and Access to Employment Zones Phase 2) have been asked to review their schemes and come back to GLLEP by 31st January 2019 with deliverable proposals for consideration by the February Investment Board. These schemes amount to £6.1million in the programme allocation. Should the projects not be able to deliver the Board will look at the pipeline of schemes to assess whether there are other schemes that could deliver within the Growth deal timeframe.
- Positively the LGF allocation has been spent for 18/19. This was due mainly to some larger claims for retrospective funding that were newly contracted in Q4.
- A further 6.1million was evidenced from advanced payments.
- Outputs continue to be evidenced and the end of the year sees Jobs and skills overachieving with Housing at 94% and Skills area at 93%
- We have supported the LEP in their improvement plan and Annual delivery plan for 19/20.

Although the LEP is showing as an amber/green rating we are mindful of the spend targets moving into 19/20. All projects will be monitored on a risk basis with those in Red receiving a monthly visit and those in amber a 2 monthly visit as a minimum. All projects will be written to in Q1 of 19/20 detailing the expectations of spend and output delivery for 19/20.

Section 151 Officer Approved

Name	Pete Moore
Signature	
Date	16/05/2019

Cash Balance 1 - Core Funding, Reserves and other cash balances		
Committed / Uncommitted	Name of Fund	Balance at 31st March 2019
Committed	Legacy funding to LEP	£78,396
	LEP Operation Core	£296,840
	LEP Operation FEZ Marketing	£4,975
	Enterprise Co-ordinator (G9 2years 50%)	£28,752
	Energy strategy	-£1,710
	Skills and Employment Manager (G10 3years)	£147,275
	Housing and Growth Deal Evidence Base	£0
	LEP Legal	£0
	EM Manufacturing	£155,000
	SAP	£75,000
	LEP Review	£100,000
	LEP Operation Place Marketing	£62,175
		Sub total
	Interest	£7,977
	Sub total	£7,977
	Total	£954,679
Cash Balance 2 - Growing Places Fund (Invest to Grow)		
Committed / Uncommitted	Name of Fund	Balance at 31st March 2019
Committed	Feasibility Fund	£117,415
	Business Investment Fund	£2,819,498
	Feasibility Fund (Commissioned Projects)	£104,024
	Invest to Grow Loan Fund	£3,121,038
		Sub total
	Interest	£49,170
	Sub total	£49,170
	Total	£6,211,145
Cash Balance 3 - Single Local Growth Fund		
Committed / Uncommitted	Name of Fund	Balance at 31st March 2019
Committed	SLGF	£3,649,858
Uncommitted	Interest	£69,646
	Total	£3,719,504
Committed		£10,758,536
Uncommitted (pending Board recommendations)		£126,792
TOTAL		£10,885,328
NB: Interest on SLGF has been recalculated as requested by the AB and a further £23,763 will be adjusted in 19/20 therefore the total interest related to 18/19 amounts to £150,555		



trust



value



strength



direction



**Greater Lincolnshire Local
Enterprise Partnership
Limited
2019 Financial Review**

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- 2 Executive Summary
- 3 Our Findings
- 4 Conclusion
- 5 Disclaimer
- 6 Appendix 1 - Financial Reports 2018-19
- 7 Appendix 2 – Short Summary Report 2018-19

1

Introduction, Scope and Approach

Introduction

We have been engaged to perform the review of the annual financial reports of the Greater Lincolnshire Local Enterprise Partnership (GLLEP) for the year ended 31 March 2019.

GLLEP is a dormant company and the figures within the annual financial reports are extracted from the Accountant Body's, Lincolnshire County Council (LCC), accounting records.

Scope

The agreed scope of the work to be carried was:

- Review of annual financial reports for the year ended 31 March 2019 for the purpose of providing an opinion on whether these reports are a fair presentation of the activity for the financial year.
- Review the company wide processes of the GLLEP to ensure compliance with LCC policies, grant agreements and financial regulations.
- Perform a systems walkthrough of the selected project Lincoln Transport Hub.

Summary of work performed

A meeting was held with Kate Storey (KS) the Commission Officer for GLLEP and Lindsay Hill-Pritchard (LHP), the Accountable Body Office, on 24 April 2019. The purpose of this meeting was to discuss the required scope of the review and to provide background information about the GLLEP and an overview of the general system, processes and practices to enable us to plan our approach effectively. A draft copy of the financial report and supporting Agresso reports in excel format for the year ended 31 March 2019 were provided at this meeting.

Following the meeting a two-day audit was undertaken at the offices of the GLLEP and in summary the following procedures were carried out to achieve the objectives of the agreed scope:

- Systems and procedures for procurement, projects and other core finance functions in the operation of GLLEP were discussed with KS and LHP. From these discussions system notes were prepared and elements of these systems were tested during the review to ensure compliance.
- The main funding streams identified for review were:
 - LEP Core funding (including Match Funding)
 - Single Local Growth Fund (SLGF)
 - Growth Hub
 - Invest and Grow
 - Other GLLEP funds and reserves

1

Introduction, Scope and Approach *continued*

The above funding streams were discussed with KS and LHP to gain an understanding of how this funding is obtained, how these funding streams operate and grant terms that are required to be followed.

- Agreement of Income and expenditure in the annual financial reports to the underlying reports and schedules provided.
- A sample of income and expenditure across the main funding streams were agreed to relevant documentation and compliance with system notes prepared.
- A full walkthrough of the chosen project, Lincoln Transport Hub, was performed.

The summary of our findings from the above work is included in Section 2 and detailed findings are included within Section 3.

2

Executive Summary

Based on the work carried out as detailed in this report we believe that the financial records are properly kept and are in compliance with the requirements of the funding. The financial report prepared by GLLEP is a fair representation of the financial activities and the financial position of the GLLEP as at 31 March 2019. Detailed finding of our work can be found in section 3 and in summary our findings are:

- No significant errors were found from our review of the financial reports for the year ended 31 March 2019.
- The income and expenditure and cash balances reported in the financial reports are consistent with the accounting records held.
- From our sample of income and expenditure across all main funding streams there appears to be adequate accounting records in place and all transactions tested were accurately recognised in the correct period.
- Based on our sample the systems and controls described to us as being in place were observed to be being applied correctly.
- Sufficient controls are in place for ensuring project funding is being spent in line with LCC policies, grant agreements and financial regulations. It was noted that due to time constraints claims for the quarter ended 31 March 2019 were not initially reviewed to the same standards as for the other quarters. However, there are procedures in place to ensure subsequent reviews are undertaken with regard to the final quarter.
- Interest received was calculated accurately in accordance with LCC procedures and interest rates. Due to a revision in the interest calculations the interest received per the financial report was found to lower than the supporting schedules provided, this under accrual will be recognised in the 2019/20 financial report.

3

Our Findings

The purpose of this section is to outline in detail the work performed as summarised in Section 1 and highlight our findings and conclusions from this work.

Review of financial reports

All figures within the summary of income and expenditure for the year were agreed to the Agresso reports provided in Excel format. A sample of these reports were then tested to the Agresso system itself to ensure their accuracy. From this sample no differences were found between these reports.

The cash reserve balances as at 31 March 2019 and the opening balances as at 1 April 2018 were also tested to the Agresso System. All balances as at 31 March 2019 agreed, however the opening balance for the Single Local Growth Fund was found to be different by £76,231 which was later established to be due to the Accountable Body Costs for the year ended 31 March 2018 being correctly accrued for in the previous financial report.

LEP Core Funding

A sample of LEP Core Funding received in the year were agreed to grant determination letters and remittances. This income within this sample was found to be correctly recorded within the financial reports.

A sample of expenditure relating to the LEP Core Funding were also tested to supporting invoices and other supporting documentation, including relevant payroll extracts for quarterly GLLEP staff recharges. All of the sample selected were agreed to evidence provided and followed the expected procurement procedures.

Match Funding

A sample of invoices and recharged costs incurred by LCC were tested to supporting invoices and calculations. This sample included Board Member time calculated on an estimated hourly rate of £106 which was considered to be reasonable. Also, non-GLLEP LCC staff costs recharged on a timesheet basis were agreed to underlying payroll records and found to correctly calculated.

Invest and Grow

The Invest and Grow balance was understood to be made up of three different funds, these being the Feasibility Fund, Business Investment Fund and the Invest to Grow Fund.

The Feasibility and Business Investment Funds were both understood to be funds to be distributed as grants to local projects. On this basis a sample of projects where grant payments were made in the period from these funds were tested to project files held. Appropriate evidence was seen on file to show that a grant agreement was in place and that claims made by the project applicant was in line with the terms of the agreement and matched the value of the payments made. It was also observed that thorough review practices were in place for ensuring the evidence provided to support the claims was accurate and adequate.

It is our understanding that the Invest to Grow Fund is for the purpose of allowing loan funding to be offered for the purpose of supporting local projects. In the period there were no new loans drawn down, instead one

loan repayment and two interest repayments were tested. It was noted that the loan interest calculated for the R W Stokes & Son loan balance was at 3.24% which did not agree to the loan agreement which stated the interest rate to be used should be the Bank of England Base Rate plus 3.24%. Follow up correspondence with R W Stokes & Son confirmed this was an error in the loan agreement and that 3.24% is the rate that will be applied, therefore interest is being calculated correctly.

Growth Hub

It was understood that this the funding received by the GLLEP for the Growth Hub is controlled by Business Lincolnshire Growth Hub on behalf of the GLLEP. On this basis the procedure agreed with Business Lincolnshire Growth Hub (BLGH) is that quarterly claims are submitted with supporting evidence for expenditure incurred on the GLLEP's behalf. A sample of expenditure from these claims were agreed to supporting invoices and proof of payment provided by BLGH, no issues were found.

Single Local Growth Fund

The Single Local Growth Fund (SLGF) allocation for the year as per the financial reports was agreed to the grant determination letter and remittances received, therefore the income was deemed to have been accurately recognised.

For SLGF expenditure, like the Feasibility and Business Investment fund, a sample of projects funded by this grant fund were selected. All projects selected had clear evidence on respective files that the appropriate documentation is being held and suitable procedures are being followed. One payment made for each project was agreed to the claims and monitoring reports submitted. As stated above for the Invest and Grow Fund, a clear and thorough review process has taken place in most instances to ensure the evidence provided is consistent with the claims. However, a requirement of the SLGF is that the funding allocated in the year is fully spent by 31 March 2019, the claims for the final quarter of the year were in some cases based on estimated costs. As a result, the review process was described as being a 'lighter touch review' given the limitation on the availability of supporting documentation that could be provided. Detailed reviews are currently taking place to determine the accuracy of the claims where estimates of expenditure were by making comparisons actual expenditure incurred and we were assured that any difference found will be adjusted on subsequent quarterly claims.

Lincoln Transport Hub

An understanding of the full project processes was gathered from discussions with KS and LHP and a detailed walkthrough was carried out. This walkthrough consisted of a review of the project from the initial planning stage, approval and through to financial completion. All the required documentation to support the various stages of the project were seen on file, including appropriate authorisations where necessary.

In addition to the above, all ten payments made were agreed to the claims and project monitoring reports which were supported by the invoices and proof of payment of these invoices. Again, there was a clear and thorough review process of these claims evidenced on file.

Interest Received

Interest received per the financial report were tested to supporting calculations provided and a difference of £23,763 was highlighted. This difference was explained to be due to a revision to the interest calculation for a £3.6m cash balance previously omitted. As the Agresso system for 2018/19 has been closed this adjustment will be made in 2019/20.

It was also noted that the closing balances per the interest calculations were different to the closing reserve balances per the financial report. This was explained to be due to the timing of receipts and payments made from the bank accounts where these funds were held. There was no schedule provided that reconciles these timing difference, however the receipts and payments on these interest calculation schedules are consistent with the accounting records provided for GLLEP.

In addition to the above a sample of the weekly interest calculations were recalculated using the interest rates prescribed by LCC and no errors were found. As these rates are prescribed by LCC there is no supporting evidence available to verify these rates. However, the rates used are considered to be realistic interest rates in the current financial climate.

Accountable Body Costs

A sample of Accountable Body Costs, which all related to a proportion of LCC employed staff payroll costs, were selected and no errors were found to the supporting payroll reports. The staff members recharged were consistent with those we are aware were involved in the operation of GLLEP in the period.

4

Conclusion

Adequate documentation and explanations have been gained concerning the balances in the annual report, as included at Appendix 1, for the GLLEP as at 31 March 2019.

We confirm, based on our sample testing, that there are processes to ensure compliance with LCC policies, grant agreements and financial regulation.

Finally, our systems walkthrough on the Lincoln Transport Hub did not indicate any incidences of non-compliance with our understanding of the GLLEP's policies and procedures.

5

Disclaimer

The procedures that we have undertaken do not constitute an examination made in accordance with generally accepted auditing standards, the objective of which would be the expression of assurance on the contents of the return. Accordingly, we do not express such assurance. Had we performed additional procedures or had we performed an audit or review of the financial statements in accordance with generally accepted auditing or review standards, other matters might have come to our attention that would have been reported to you. This report relates only to the financial statements and does not extend to any other reports of the GLLEP.

Our report is prepared solely for the confidential use of the GLLEP. This report is released to the GLLEP on the basis it shall not be copied, referred to or disclosed, in whole or in part (save as otherwise permitted by agreed written terms), without our prior written consent. Without assuming or accepting any responsibility or liability in respect of this report to any party other than the GLLEP, we acknowledge that the GLLEP may be required to disclose this report to other parties demonstrating a statutory right to see it, to enable such other parties to exercise statutory rights of access to this report.

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Appendix 1 - Financial Reports 2018-19

2018/19 Financial Summary

INCOME	Note	18/19	17/18
Core Funding	£	500,000	£ 500,000
Other Core contributions	£	370,000	£ 70,000
Department of Transport	£	-	£ -
Invest and Grow	£	839,426	£ 290,109
Growth Hub	£	246,000	£ 246,000
Single Local Growth Fund	£	12,333,858	£ 15,843,689
Total Income	£	14,289,284	£ 16,949,798

EXPENDITURE	Note	18/19	17/18
Core Funding	£	500,016	£ 481,398
Other Core contributions	£	117,959	£ 28,850
Department of Transport	£	-	£ -
Invest and Grow	£	-	£ 610,090
Feasibility	£	98,299	£ 87,811
Business Investment Fund	£	165,502	£ 15,000
Growth Hub	£	246,000	£ 246,000
Single Local Growth Fund	£	8,840,354	£ 15,687,335
Total Expenditure	£	9,968,130	£ 17,156,484

CASH BALANCES	Note	18/19	17/18
Invest to Grow Fund	£	3,121,038	£ 2,251,643
Other cash balances	£	649,862	£ 397,485
Capacity 2 Fund	£	-	£ 28,600
Core Reserve	£	296,840	£ 296,855
Business Investment Fund	£	2,819,498	£ 2,985,000
Feasibility Fund	£	221,439	£ 288,171
Single Local Growth Fund	£	3,649,858	£ 156,354
Net Interest Received (after Accountable Body costs paid)	£	-	£ 33,270
Gross Interest Received*	£	126,792	N/A
Total	£	10,758,535	£ 6,437,378

2018/19 Reserves

Cash Balance 1 - Core Funding, Reserves and other cash balances			Cash Balance 1 - Core Funding, Reserves and other cash balances			
Committed / Uncommitted	Name of Fund	Balance at 31/03/2018	Changes to be actioned - Paper 4.1 20 July Board	Money In	Money out	Balance at 31st March 2019
Committed	Legacy funding to LEP	£78,396	£0	£0	£0	£78,396
	LEP Operation Core	£296,855	£0	£500,000	-£500,016	£296,840
	LEP Operation FEZ Marketing	£4,975	£0	£0	£0	£4,975
	Enterprise Co-ordinator (G9 2years 50%)	£50,000	£0	£0	-£21,248	£28,752
	Energy strategy	£40,000	£0	£0	-£41,710	-£1,710
	Skills and Employment Manager (G10 3years)	£0	£147,275	£0	£0	£147,275
	Housing and Growth Deal Evidence Base	£0	£15,000	£0	-£15,000	£0
	LEP Legal	£0	£0	£40,000	-£40,000	£0
	EM Manufacturing	£0	£0	£155,000	£0	£155,000
	SAP	£0	£0	£75,000	£0	£75,000
	LEP Review	£0	£0	£100,000	£0	£100,000
	LEP Operation Place Marketing	£62,175	£0	£0	£0	£62,175
Sub total	£532,401	£162,275	£870,000	-£617,974	£946,702	
Uncommitted	Capacity 2	£28,600	-£28,600	£0	£0	£0
	Transport Excellence	£2,200	-£2,200	£0	£0	£0
	LEP Reserve Other	£123,160	-£123,160	£0	£0	£0
	Interest	£2,678	-£2,678	£0	£0	£0
	Local Transport Board	£36,579	-£36,579	£0	£0	£0
	Sub total	£193,217	-£193,217	£0	£0	£0
Total	£725,618	-£30,942	£870,000	-£617,974	£946,702	
Cash Balance 2 - Growing Places Fund (Invest to Grow)			Cash Balance 2 - Growing Places Fund (Invest to Grow)			
Committed / Uncommitted	Name of Fund	Balance at 31/03/2018	Changes to be actioned - Paper 4.1 20 July Board	Money In	Money out	Balance at 31st March 2019
Committed	Feasibility Fund	£215,714	£0	£0	-£98,299	£117,415
	Business Investment Fund	£2,985,000	£0	£0	-£165,502	£2,819,498
	Feasibility Fund (Commissioned Projects)	£0	£104,024	£0	£0	£104,024
	Invest to Grow Loan Fund	£2,281,612	£0	£839,426	£0	£3,121,038
Sub total	£5,482,326	£104,024	£839,426	-£263,801	£6,161,975	
Uncommitted	Feasibility Fund	£72,458	-£72,458	£0	£0	£0
	Sub total	£72,458	-£72,458	£0	£0	£0
Total	£5,554,784	£31,566	£839,426	-£263,801	£6,161,975	
Cash Balance 3 - Single Local Growth Fund			Cash Balance 3 - Single Local Growth Fund			
Committed / Uncommitted	Name of Fund	Balance at 31/03/2018	Changes to be actioned - Paper 4.1 20 July Board	Money In	Money out	Balance at 31st March 2019
Committed	SLGF	£156,354	£0	£12,333,858	-£8,840,354	£3,649,858
Uncommitted	Interest	£624	-£624	£0	£0	£0
Total		£156,978	-£624	£12,333,858	-£8,840,354	£3,649,858
Committed		£6,171,082	£266,299	£14,043,284	-£9,722,129	£10,758,536
Uncommitted		£266,299	-£266,299	£0	£0	£0

The Board
The Greater Lincolnshire Local Enterprise Partnership
Unit 4
Witham Park House Waterside South
Lincoln LN5 7JN

.... May 2019

The Board

Summary of Engagement

Please find below our findings regarding the review of the annual financial reports of the Greater Lincolnshire Local Enterprise Partnership (GLLEP) for the year ended 31 March 2019.

Scope

The scope of our work was:

- Review of annual financial reports for the year ended 31 March 2019 for the purpose of providing an opinion on whether these reports are a fair presentation of the activity for the financial year.
- Review the company wide processes of the GLLEP to ensure compliance with LCC policies, grant agreements and financial regulations.
- Perform a systems walkthrough of the selected project Lincoln Transport Hub.

This work was performed in accordance with our standard terms of business.

Disclaimer

Our procedures do not constitute an examination made in accordance with generally accepted auditing standards, the objective of which would be the expression of assurance on the contents of the return. Accordingly we do not express such assurance. Had we performed additional procedures or had we performed an audit or review of the annual financial reports in accordance with generally accepted auditing or review standards, other matters might have come to our attention that would have been reported to you. This report relates only to the annual financial reports and does not extend to any other reports of the GLLEP.

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This report is designed to meet the agreed requirements of the GLLEP and particular features of our engagement determined by the GLLEP's needs at the time. Therefore, this report should not be regarded as suitable to be used or relied on by any other party wishing to acquire any rights against Duncan & Toplis Limited for any purpose or in any context. Any party other than the GLLEP which obtains access to this report or a copy and chooses to rely on this report (or any part of it) will do so at its own risk. To the fullest extent permitted by law, Duncan & Toplis Limited, will accept no responsibility or liability in respect of this report to any other party.

Executive Summary

Based on the work carried out as detailed in this report we believe that the financial records are properly kept and are in compliance with the requirements of the funding. The financial report prepared by GLLEP is a fair representation of the financial activities and the financial position of the GLLEP as at 31 March 2019. Detailed finding of our work can be found in section 3 and in summary our findings are:

- No significant errors were found from our review of the financial reports for the year ended 31 March 2019.
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Yours faithfully

Duncan & Toplis Limited

Duncan & Toplis - Lincoln

4 Henley Way
Doddington Road
Lincoln, Lincolnshire
LN6 3QR

T: 01522 507000

E: info@lincoln.duntop.co.uk

www.duntop.co.uk

**DUNCAN
& TOPLIS**
CHARTERED ACCOUNTANTS
AND BUSINESS ADVISERS

Paper 4

LEP Governance Review – Policies & ToRs

1 Recommendations

- Policy 1: The LEP Board approve the Code of Conduct for the Director's Board
- Policy 2: The LEP Board approves the new Code of Conduct for all non-Director Boards (to include Company Members and Observers)
- Policy 6: The LEP Board approve continued adoption of the LCC version of the Freedom of Information Policy
- Policy 7 & 8: The LEP Board approve the recommendations made by the Finance & Audit Committee to the Interest and Cash Balance/ Reserves Policies.
- Policy 15: The LEP Board are asked to review and approve the appointment of Company Members to align with the new constitution.
- Reference 1: LEP Board are asked to review the Director's recruitment pack and to approve recommendation to move this to a 3 yearly review date.

2 Policies and terms of reference

- 2.1. Further to the paper brought to the LEP Board in March, the documents due for review in May are listed below and are included in the Additional Papers pack.
- 2.2 The Freedom of Information Policy is an LCC adopted policy and therefore out of scope for the LEP Board to review and amend. The policy scope under 3.1 states that "This policy applies to all elected members, Council employees, and any person handling data on behalf of the Council including consultants, volunteers, contractors and suppliers" and is therefore considered relevant to the LEP. The Board are asked to discuss whether to continue to adopt the LCC version or to request the LEP Executive to draft a bespoke version.
- 2.3 The Policy for appointment criteria has a new draft section added for the appointment of Company Members to align with the redrafted Articles of Association which references this criteria and process being available in detail.
- 2.5 The remainder of the policies and terms of reference will be considered once considered by relevant boards and/ or at the next required renewal date.
- 2.6 Policy Planner

Paper 4

LEP Governance Review – Policies & ToRs

Corporate Governance - LEP Policies	<u>Policy Number</u>	<u>Version</u>	<u>Last reviewed</u>	<u>Review date</u>	<u>Responsible Officer</u>	<u>LEP Board approval</u>
Code of Conduct Policy - Board Directors, incorporating Declarations of Interest.	Policy 1: Code of Conduct inc Declarations of Interest for Board Directors	V1	March 2018	Compliant with NAF	Ruth Carver	May 2019
Code of Conduct Policy - LEP Strategic, Boards, Members and Observers	Policy 2: Code of Conduct for LEP Strategic Boards, Members & Observers	V1	NEW	Compliant with NAF	Kate Storey	May 2019
Confidential Reporting Policy	Policy 3: Confidential Reporting Policy	V1	November 2018	May 2020 Compliant with NAF	Linsay Hill-Pritchard	May 2020
Enquires, Compliments and Complaints Policy	Policy 4: Enquiries, Compliments and Complaints Policy	V1	February 2018	May 2020 Compliant with NAF	Linsay Hill-Pritchard	May 2020
Equality and Diversity Policy	Policy 5: Equality and Diversity Policy	V1	January 2017	March 2019	Linsay Hill-Pritchard	March 2019
Freedom of Information Policy	Policy 6: Freedom of Information Policy	V1	March 2018	May 2019	Linsay Hill-Pritchard	May 2019
Financial Interest Policy	Policy 7: Financial Interest Policy	V1	2017	May 2019	Linsay Hill-Pritchard	May 2019
Financial Cash Balances & Reserves Policy	Policy 8: Financial Cash Balances & Reserves Policy	V1	2017	May 2019	Linsay Hill-Pritchard	May 2019
Travel and Hospitality Policy	Policy 9: Travel and Hospitality Policy	V1	September 2014	July 2019	Kate Storey	July 2019
Whistleblowing Policy	Policy 10: Whistleblowing Policy	V1	February 2018	May 2020 Compliant with NAF	Linsay Hill-Pritchard	Feb 2021
Privacy Policy	Policy 11: Privacy Policy	V1	May 2018	May 2020	Kate Storey	May 2020

Paper 4

LEP Governance Review – Policies & ToRs

Role of S151	Policy 12: Role of S151	V1	NEW	March 2019	Linsay Hill-Pritchard	March 2019
Accountable Body Role	Policy 13: Accountable Body Role	V1	NEW	March 2019	Linsay Hill-Pritchard	March 2019
Scheme of Delegation	Policy 14: Scheme of Delegation	V1	NEW	March 2019	Ruth Carver	March 2019
Policy for the appointment of Board Directors, Chair, Vice Chairs, Strategic advisory boards and members	Policy 15: Appointment of Board Directors, Chair, Vice Chairs, Strategic Advisory Boards and Members Policy	V1	November 2018	May 2019 Compliant with NAF pending Company members added	Ruth Carver	May 2019
Board & Committee documents						
LEP Directors Board						
Recruitment Pack	Reference 1: Board Directors Recruitment Pack	V1	November 2017	May 2019	Ruth Carver	May 2019
Terms of Reference	Reference 2: LEP Directors Board Terms of Reference	V1	October 2017	May 2019	Ruth Carver	N/A
Role of Chair	Reference 3: Role of LEP Chair	V1	NEW	March 2019	Ruth Carver	March 2019
Role of Deputy Chairs	Reference 4: Role of LEP Deputy Chairs	V1	NEW	March 2019	Ruth Carver	March 2019
Investment Board						
Terms of Reference	Reference 5: Investment Board Terms of Reference	V1	September 2014	May 2019	Ruth Carver	July 2019
Appointments Committee						
Terms of Reference	Reference 6: Appointments Committee Terms of Reference	V1	September 2014	May 2019	Ruth Carver	July 2019
Finance & Audit Committee						
Terms of Reference	Reference 7: Finance &	V1	September	May 2019	Ruth Carver	July 2019

Paper 4

LEP Governance Review – Policies & ToRs

	Audit Committee Terms of Reference		2014			
ESIF Committee						
Declarations of Interest 1 (Individual)	N/A	N/A	Held by Managing Agent (MHCLG)	Updated by Managing Agent (MHCLG)	Susannah Lewis	N/A
Declarations of Interest 2 (Individual)	See Policy 2	V1	NEW	See Policy 2	Kate Storey	N/A
Terms of Reference	Reference 8: ESIF Committee Terms of Reference	V1	September 2014	Not stated	Ruth Carver	N/A
Employment & Skills Board						
Declarations of Interest (Individual)	See Policy 2	V1	NEW	See Policy 2	Clare Hughes	N/A
Terms of Reference	Reference 9: Employment and Skills Board Terms of Reference	V1	March 2018	March 2019	Ruth Carver	March 2019
Business Lincolnshire Governance Board						
Declarations of Interest (Individual)	See Policy 2	V1	NEW	See Policy 2	Samantha Harrison	N/A
Terms of Reference	Reference 10: Business Lincolnshire Governance Board Terms of Reference	V1	June 2015	Not stated	Ruth Carver	July 2019
Manufacturing Board						
Declarations of Interest (Individual)	N/A	N/A	NEW	April 2019	Samantha Harrison	
Terms of Reference	Reference 11: Manufacturing Board Terms of Reference	V1	July 2017	July 2019	Samantha Harrison	July 2019
Visitor Economy Board						
Declarations of Interest (Individual)	See Policy 2	V1	NEW	See Policy 2	Nicola Radford	N/A

Paper 4

LEP Governance Review – Policies & ToRs

Terms of Reference	Reference 12: Visitor Economy Board Terms of Reference	V1	September 2017	September 2019	Ruth Carver	May 2019
Water Management Board						
Declarations of Interest (Individual)	See Policy 2	V1	NEW	See Policy 2	Kate Storey	N/A
Terms of Reference	Reference 13: Water Management Board Terms of Reference	V1	November 2018	November 2020	Ruth Carver	N/A
Food Board						
Declarations of Interest (Individual)	See Policy 2	V1	NEW	See Policy 2	Kate Storey	N/A
Terms of Reference	Reference 14: Food Board Terms of Reference	V1	Summer 2019	Summer 2019	Ruth Carver	N/A
Innovation Council						
Declarations of Interest (Individual)	See Policy 2	V1	NEW	See Policy 2	Kate Storey	N/A
Terms of Reference	Reference 15: Innovation Council Terms of Reference	V1	Summer 2019	Summer 2019	University of Lincoln	
Other documents						
Articles of Association	Reference 16: GLLEP Articles of Association	V1	September 2014	May 2019	Ruth Carver	EGM (April 2019)
Local Assurance Framework	Reference 17: Local Assurance Framework	V2		March 2019	Linsay Hill-Pritchard	March 2019

Policies and TORS for the Greater Lincolnshire LEP Planner –May 2019 Board Version

Corporate Governance - LEP Policies	<u>Policy Number</u>	<u>Version</u>	<u>Last reviewed</u>	<u>Review date</u>	<u>Responsible Officer</u>	<u>LEP Board approval</u>	<u>Notes</u>
Code of Conduct Policy - Board Directors, incorporating Declarations of Interest.	Policy 1: Code of Conduct inc Declarations of Interest for Board Directors	V1	March 2018	Compliant with NAF	Ruth Carver	May 2019	Drafted for Mary Ney updates. Requires review in line with LEP Review.
Code of Conduct Policy - LEP Strategic, Boards, Members and Observers	Policy 2: Code of Conduct for LEP Strategic Boards, Members & Observers	V1	NEW	Compliant with NAF	Kate Storey	May 2019	Drafted for all non-Director boards, to include members and observers post LEP Review
Confidential Reporting Policy	Policy 3: Confidential Reporting Policy	V1	November 2018	May 2020 Compliant with NAF	Linsay Hill-Pritchard	May 2020	Up to date/ approved
Enquires, Compliments and Complaints Policy	Policy 4: Enquiries, Compliments and Complaints Policy	V1	February 2018	May 2020 Compliant with NAF	Linsay Hill-Pritchard	May 2019	Up to date/ approved
Equality and Diversity Policy	Policy 5: Equality and Diversity Policy	V1	January 2017	March 2019	Linsay Hill-Pritchard	March 2019	Up to date/ approved
Freedom of Information Policy	Policy 6: Freedom of Information Policy	V1	March 2018	May 2019	Linsay Hill-Pritchard	May 2019	LCC adopted policy. Out of scope of LEP approval.
Financial Interest Policy	Policy 7: Financial Interest Policy	V1	2017	May 2019	Linsay Hill-Pritchard	May 2019	Version includes F&A Committee recommended amendments.
Financial Cash Balances & Reserves Policy	Policy 8: Financial Cash Balances & Reserves Policy	V1	2017	May 2019	Linsay Hill-Pritchard	May 2019	Version includes F&A Committee recommended amendments.
Travel and Hospitality Policy	Policy 9: Travel and Hospitality Policy	V1	September 2014	July 2019	Kate Storey	July 2019	Pending
Whistleblowing Policy	Policy 10: Whistleblowing Policy	V1	February 2018	May 2020 Compliant with NAF	Linsay Hill-Pritchard	Feb 2021	Up to date/ approved
Privacy Policy	Policy 11: Privacy Policy	V1	May 2018	May 2020	Kate Storey	May 2020	Up to date/ approved
Role of S151	Policy 12: Role of S151	V1	NEW	March 2019	Linsay Hill-Pritchard	March 2019	Up to date/ approved
Accountable Body Role	Policy 13: Accountable Body Role	V1	NEW	March 2019	Linsay Hill-Pritchard	March 2019	Up to date/ approved
Scheme of Delegation	Policy 14: Scheme of Delegation	V1	NEW	March 2019	Ruth Carver	March 2019	Up to date/ approved
Policy for the appointment of Board Directors, Chair, Vice Chairs, Strategic advisory boards and members	Policy 15: Appointment of Board Directors, Chair, Vice Chairs, Strategic Advisory Boards and Members Policy	V1	November 2018	May 2019 Compliant with NAF pending Company members added	Ruth Carver	May 2019	Members section drafted to align to LEP Review/ Articles
Board & Committee documents							

LEP Directors Board							
Recruitment Pack	Reference 1: Board Directors Recruitment Pack	V1	November 2017	May 2019	Ruth Carver	May 2019	Requires review.
Terms of Reference	Reference 2: LEP Directors Board Terms of Reference	V1	October 2017	May 2019	Ruth Carver	N/A	No longer required as covered in amended Articles of Association
Role of Chair	Reference 3: Role of LEP Chair	V1	NEW	March 2019	Ruth Carver	March 2019	Up to date/ approved
Role of Deputy Chairs	Reference 4: Role of LEP Deputy Chairs	V1	NEW	March 2019	Ruth Carver	March 2019	Up to date/ approved
Investment Board							
Terms of Reference	Reference 5: Investment Board Terms of Reference	V1	September 2014	May 2019	Ruth Carver	July 2019	Pending following alignment with Articles & taking to IB
Appointments Committee							
Terms of Reference	Reference 6: Appointments Committee Terms of Reference	V1	September 2014	May 2019	Ruth Carver	July 2019	Pending following alignment with Articles & taking to AC
Finance & Audit Committee							
Terms of Reference	Reference 7: Finance & Audit Committee Terms of Reference	V1	September 2014	May 2019	Ruth Carver	July 2019	Pending following alignment with Articles & taking to F&A
ESIF Committee							
Declarations of Interest 1 (Individual)	N/A	N/A	Held by Managing Agent (MHCLG)	Updated by Managing Agent (MHCLG)	Susannah Lewis	N/A	Nationally approved.
Declarations of Interest 2 (Individual)	See Policy 2	V1	NEW	See Policy 2	Kate Storey	N/A	Included in Policy 2.
Terms of Reference	Reference 8: ESIF Committee Terms of Reference	V1	September 2014	Not stated	Ruth Carver	N/A	Nationally approved
Employment & Skills Board							
Declarations of Interest (Individual)	See Policy 2	V1	NEW	See Policy 2	Clare Hughes	N/A	Included in Policy 2.
Terms of Reference	Reference 9: Employment and Skills Board Terms of Reference	V1	March 2018	March 2019	Ruth Carver	March 2019	Up to date/ approved
Business Lincolnshire Governance Board							
Declarations of Interest (Individual)	See Policy 2	V1	NEW	See Policy 2	Samantha Harrison	N/A	Included in Policy 2.
Terms of Reference	Reference 10: Business Lincolnshire Governance Board Terms of Reference	V1	June 2015	Not stated	Ruth Carver	July 2019	Pending recommendations from GH
Manufacturing Board							
Declarations of Interest (Individual)	N/A	N/A	NEW	April 2019	Samantha Harrison		
Terms of Reference	Reference 11: Manufacturing Board Terms of Reference	V1	July 2017	July 2019	Samantha Harrison	July 2019	Recommend delegated to Manufacturing Board Exec & Chair
Visitor Economy Board							
Declarations of Interest (Individual)	See Policy 2	V1	NEW	See Policy 2	Nicola Radford	N/A	Included in Policy 2.
Terms of Reference	Reference 12: Visitor	V1	September	September 2019	Ruth Carver	May 2019	Recommend delegated to VE

	Economy Board Terms of Reference		2017				Board Exec & Chair
Water Management Board							
Declarations of Interest (Individual)	See Policy 2	V1	NEW	See Policy 2	Kate Storey	N/A	Included in Policy 2.
Terms of Reference	Reference 13: Water Management Board Terms of Reference	V1	November 2018	November 2020	Ruth Carver	N/A	Recommend delegated to WMB Board Exec & Chair
Food Board							
Declarations of Interest (Individual)	See Policy 2	V1	NEW	See Policy 2	Kate Storey	N/A	Included in Policy 2.
Terms of Reference	Reference 14: Food Board Terms of Reference	V1	Summer 2019	Summer 2019	Ruth Carver	N/A	Recommend delegated to FB Board Exec & Chair
Innovation Council							
Declarations of Interest (Individual)	See Policy 2	V1	NEW	See Policy 2	Kate Storey	N/A	Included in Policy 2.
Terms of Reference	Reference 15: Innovation Council Terms of Reference	V1	Summer 2019	Summer 2019	University of Lincoln		
Other documents							
Articles of Association	Reference 16: GLLEP Articles of Association	V1	September 2014	May 2019	Ruth Carver	EGM (April 2019)	Up to date/ approved
Local Assurance Framework	Reference 17: Local Assurance Framework	V2		March 2019	Linsay Hill-Pritchard	March 2019	Up to date/ approved

Paper 5

Greater Lincolnshire LEP Annual Delivery Plan

1 Background

1.1 The Government's 'Strengthened Local Enterprise Partnerships' policy paper, published in July 2018, set out the expectation that Local Enterprise Partnerships would produce an annual delivery plan and end of year report. These would be published and shared with Government and would include:

- a set of headline outcome indicators based on local priorities to benefit people and communities, and a detailed and well developed understanding of the local economic evidence base across their area,
- how Local Enterprise Partnerships are investing existing Local Growth Fund awards, and delivering other local growth programmes such as Enterprise Zones and Growth Hubs,
- how Local Enterprise Partnerships will work with local authorities to make the most of their existing levers to drive economic growth and ensure that the planning system is responsive to commercial development,
- details on the allocation of any other national and local funds, alongside approaches to monitoring and evaluation, and
- how the Local Enterprise Partnership plans for consultation and engagement with public, private and voluntary and community based bodies.

• These documents will inform objective assessments of Local Enterprise Partnership performance both nationally and locally.

The 2019/20 Annual Delivery Plan must be published on the LEP website by 31st May 2019.

2 Our 2019/20 Annual Delivery Plan

2.1. The Annual Delivery plan has been written to fulfil the requirements laid out in the 'Strengthened Local Enterprise Partnerships' policy paper, and also takes account of good practice guidance circulated by the LEP Network.

Plan Structure

Executive summary / Introduction: introduces the document and summarises the content of subsequent sections. Also provides a high-level summary of the Key Outcomes the LEP is striving towards, the Key Performance Indicators that we will use to track our progress, and the Key Actions for 2019/20.

Strategy: provides context and an overview of the strategic aims of the LEP, as set out in the Strategic Economic Plan - the long term direction of travel - including our plans to refresh the SEP to reflect changing environments and emerging priorities. It also discusses the development of a modern Industrial Strategy for Greater Lincolnshire, a key focus for the LEP in this coming year.

Delivery: the main body of the Delivery Plan. This section describes in some detail the key projects and activities that will be delivered during 2019/20, organised under each of the main funding streams that the LEP will be drawing on. The plan for each programme follows a consistent format: Overview of the fund and its aims; Strategic

Paper 5

Greater Lincolnshire LEP Annual Delivery Plan

alignment; Achievements to date; What we will spend and deliver in 2019/20; How we will measure that; and how we will provide monitoring, evaluation and assurance around it.

Wider Strategic Activity: sets out the LEP's plans to engage and collaborate with local, regional, national and international stakeholders across the public, private and third sectors. This is about how the LEP uses its softer facilitation and influencing roles to help Greater Lincolnshire achieve its strategic aims, without the LEP itself being directly responsible for delivery.

Governance: highlights the LEP's commitment to the highest level of accountability and transparency in decision-making, financial management, and project delivery. It describes the arrangements for internal assurance and independent external scrutiny. At the end of each section of the plan is a table of key activities for 2019/20.

Key point to note: in accordance with the government requirement, an earlier draft of the Delivery Plan was shared with BEIS for review by 30th April. This final draft takes account of the feedback and suggestions received, so it is now fully compliant with national requirements.

3 Ongoing maintenance of the Plan

- 3.1 This delivery Plan describes the LEP's intentions for 2019/20 as at May 2019, but it is recognised that circumstances can change during the year, and the plan needs to be updated accordingly to ensure that the information remains up to date, and to enable accurate assessment against the delivery plan at the end of the year.

Examples of significant changes that might trigger an update include: New major projects being contracted; New calls for bids being issued; and we expect further clarity on the future of the UK Shared Prosperity Fund (UKSPF) once the Brexit issue is resolved.

It is suggested that the LEP secretariat maintain quarterly version-controlled updates for operational purposes to reflect changing circumstances, with sign-off delegated to the LEP Chief Executive. If significant changes have occurred, a revised version of the published plan will be taken to the LEP Board at mid-year (November) for approval and re-issue.

4 Recommendation

- 4.1 It is recommended that the board:
- A. Approve the Annual Delivery Plan for publication on the Greater Lincolnshire LEP website by 31st May 2019.
 - B. Approve the maintenance plan, including:
 - a. Quarterly internal reviews and updates to the operational plan.
 - b. Delegated authority for the LEP Chief Executive to sign off operational changes.
 - c. Mid-year refresh for LEP Board approval if major changes are required.



Greater Lincolnshire
Local Enterprise Partnership

Annual Delivery Plan 2019/20

DRAFT v10

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Executive Summary

This Annual Delivery Plan sets out what the Greater Lincolnshire LEP plans to deliver in 2019/20. Greater Lincolnshire is a special place with enormous potential in its businesses, its people and its places. It has an economy of £21.5 billion per year, over 38,000 registered businesses and 69,000 self-employed businesses. With a population of 1.1 million, Greater Lincolnshire has roughly the same population as Birmingham yet covers an area over 26 times larger than Britain's second city. Greater Lincolnshire covers two unitary authorities, seven districts and a county council. This delivery plan sets out in the three areas: strategy, delivery and governance, the work the LEP will undertake in 2019/20.

The Strategic Economic Plan (SEP) has guided LEP activity since 2014 across greater Lincolnshire. The delivery plan gives a summary of the strategic aims of the LEP, as set out in the Strategic Economic Plan, and outlines work which will take place to update this plan. It also discusses the development of a modern Industrial Strategy for Greater Lincolnshire, a key focus for the LEP in this coming year. To support the 'People' element of the LIS, and the important local leadership role the LEP has within the skills system, a high quality skills analysis will be produced.

It also sets out the LEP's plans to engage with local, regional, national and international stakeholders across the public, private and third sectors. This includes plans to produce a comprehensive engagement strategy and to build on existing relationships. The LEP will continue to develop its engagement and collaboration with other LEPs, regional bodies such as Northern Powerhouse and Midlands Engine, national bodies such as the Food Council and developing international links such as those to China.

Locally, the LEP will continue to work with businesses through such initiatives as Team Lincolnshire and Business Lincolnshire, and further develop its links with the schools and the further and higher education sector. The LEP will also continue to engage with the wider public through events and its dedicated website.

The delivery section outlines the key projects which will be delivered with Growth Deal funding, as well as European and other funding streams which the LEP will be drawing from. Key projects to be delivered this year include:

2019/20 Forecast

Grantham Southern Relief Road	£7,060,230
Access to Employment Zones Phase 1	£1,591,572
Agri-food Centre of Excellence	£1,400,000
Scunthorpe Town Centre	£1,250,000
Gainsborough Growth Project	£1,300,000
Lincoln Medical School	£1,543,528

Governance of the Greater Lincolnshire LEP will continue to be strengthened; the LEP's commitment to the highest level of accountability and transparency is reaffirmed in the governance section of this document.

The Annual Delivery Plan is a dynamic document and thus may be subject to change during the course of the year, as the LEP seizes significant opportunities or responds to key challenges that might impact on the national and local economy. Where that is the case and it results in a material change to any of the data, timelines or objectives shown in the Delivery Plan, this will be reflected in an updated version posted on the LEP's website and shared with Government as soon as is practicable.

The overall corporate priority for Greater Lincolnshire LEP is to be a strong and effective partnership that drives economic benefit for the whole Greater Lincolnshire area. To pursue this, our corporate priorities for 2019/20 are to:

- Demonstrate a strong record on strategy, delivery and governance.
- Fully implement all aspects of the LEP review with strengthened governance processes to give Government the confidence to continue to invest in developing the Greater Lincolnshire economy.
- Publish a compelling Local Industrial Strategy with clear priorities.
- Work with partners to promote investment to deliver our Vision 2030 Strategic Economic Plan.
- Remain outward looking, evidence led and responsive to opportunities, and collaborative to deliver our shared ambitions.

Key Outcomes and Performance Indicators

Outcomes



Performance Indicators for 2019/20

Jobs: Jobs created	Skills: new learners assisted	Skills: New or improved learning space created
Housing: units complete	Businesses supported	FTE jobs created
Estimated greenhouse gas reductions	Business and properties with reduced flood risk	Surface area of habitats supported in order to attain better conservation status

Key Actions for 2019/20

Key actions for 2019/20		
Strategy	Local industrial Strategy (LIS) development: <ul style="list-style-type: none"> Engagement, testing and development Publication 	November 2019 March 2020
	Refresh the Strategic Economic Plan (SEP).	Autumn / Winter 2019/20
	Skills analysis and insight	Summer 2019
	Liaison with Cities and Local Growth Unit: Local Industrial Strategy: the LEP will continue to provide regular updates and maintain engagement with Cities and Local Growth Unit on progress on the development of its Local Industrial Strategy and the refresh of its SEP and other strategies. Cities and Local Growth Unit will respond to LEP requests for support and challenge, drawing in other Government Departments as appropriate, to support the development of its Local Industrial Strategy.*	Ongoing
	LEP Geography: once the overlap has been resolved, the LEP will reflect this in the development and focus of its Local Industrial and other strategies, as well as opportunities to strengthen collaboration.*	TBC
	Develop a comprehensive communications and engagement plan.	Summer 2019.
	Review of the LEP's social media presence	TBC
	Work with Lincolnshire County council to build on links with China, including: <ul style="list-style-type: none"> Production of a list of China-ready businesses Work with the Hunan Department of Commerce and the Foreign Commonwealth Office to support business matching 	April 2020
	Business Lincolnshire - Growth Hub <ul style="list-style-type: none"> Intensively Assist 630 businesses Create 50 new jobs Update the digital business report 	April 2020
	Team Lincolnshire: <ul style="list-style-type: none"> Events and Networking: Deliver a programme of events and networking opportunities to promote Lincolnshire and encourage investment Promote Lincolnshire platform: Continue to develop social media and other platforms, and relevant content for members Membership: Continue to grow the Team 	April 2020

	Lincolnshire community of members	
	Participate in development of the Lincolnshire Housing and Growth Deal Proposal	TBC
	Annual Conference and AGM	July 2019
Delivery	Programme and Project Delivery Improvement Plan: LEP and Accountable Body to agree and implement an improvement plan with the Cities and Local Growth Unit by 31 March 2019. The plan includes actions and targets relating to levels of commitments, expenditure and outputs.	31 March 2019 - Completed
	LEP and Accountable Body to meet with Cities and Local Growth Unit to review progress against the improvement plan, informed by the quarterly data returns, in May 2019 (Quarter 4), August 2019 (Quarter 1) and October 2019 (Quarter 2)*	Quarterly
	Programme and Risk Management: as part of the improvement plan, the LEP and Accountable Body will regularly update Cities and Local Growth Unit on the development and implementation of the enhanced programme and risk management procedures.*	Ongoing
	Project Pipeline: LEP to confirm revised project pipeline following approval by the LEP Board by 31 March 2019.*	Completed
	Use of feasibility fund to bring forward pipeline projects to be explored	Completed
	Delivery of key projects: GLLEP has agreed a project delivery submission plan with Government for 2019/20 totalling £29,304,439 as of the Quarter 3 dashboard. This will be updated as at Quarter 4 submission.	Ongoing
	Communications and Branding: The LEP has made good progress in demonstrating compliance with the Government’s guidance. The LEP will ensure that it and its project sponsors continue to adhere to all requirements and provide pictorial evidence of compliance with branding.*	Ongoing – monthly publicity returns produced.
Governance	Evolve the LEP, its sub-groups and our governance arrangements in line with national good practice, including:	1 st April 2019
	<ul style="list-style-type: none"> Refresh the Employment and Skills Board that incorporates the Skills Advisory Panel function, in line with national guidance. 	Oct 2019
	<ul style="list-style-type: none"> Health and Care Board to be constituted 	Summer 2019
	<ul style="list-style-type: none"> LEP energy lead and informal energy panel to 	May 2019

	be constituted <ul style="list-style-type: none"> • Training in NAF and LAF for Board Directors • National (with LEP network) and local inductions for Board Directors 	July 2019 Autumn 2019
	External governance review in 2019*	2019 (date TBC)
	Continue to demonstrate effective succession planning and maintain current work to drive increases in diversity, to ensure that any gaps in directors and members are minimised. *	Ongoing
	Local Assurance Framework: LEP Board to approve a revised Local Assurance Framework by 31 March 2019, including a clear statement on legal personality, independent secretariat and scrutiny arrangements, that meet the expectations of the LEP Review and comply with the revised National Local Growth Assurance Framework.*	Completed, approved and published 31 March 2019
	Publication of annual financial statement and report	Summer 2019

* Action referenced in Annual Review letter.

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1. Introduction

The Government's ['Strengthened Local Enterprise Partnerships'](#) policy paper, published in July 2018, sets out the expectation that Local Enterprise Partnerships will follow best practice within the sector and produce an annual delivery plan and end of year report. These will be published and shared with Government and will include:

- ✓ a set of headline outcome indicators based on local priorities to benefit people and communities, and a detailed and well developed understanding of the local economic evidence base across their area,
- ✓ how Local Enterprise Partnerships are investing existing Local Growth Fund awards, and delivering other local growth programmes such as Enterprise Zones and Growth Hubs,
- ✓ how Local Enterprise Partnerships will work with local authorities to make the most of their existing levers to drive economic growth and ensure that the planning system is responsive to commercial development,
- ✓ details on the allocation of any other national and local funds, alongside approaches to monitoring and evaluation, and
- ✓ how the Local Enterprise Partnership plans for consultation and engagement with public, private and voluntary and community based bodies.

These documents will inform objective assessments of Local Enterprise Partnership performance both nationally and locally.

2. Strategy

2.1. Current Economic Climate

Greater Lincolnshire is a large area, over 26 times the area of Birmingham, and north to south is over 110km, roughly the same distance as Peterborough to Westminster. It has a population density less than that of Cornwall.

Given Greater Lincolnshire's large land mass and coastal area, it is unsurprising that Greater Lincolnshire has great deal of diversity in terms of sectors, deprivation, wages, job types and skills demands. Across the LEP there are areas of extremely high affluence, offset with pockets of deprivation which are within the 10% most deprived in the Country. The LEP has an important role in helping describe this landscape to help explain the indicators at an overall LEP level.

Characterised by a diverse economy, Greater Lincolnshire retains larger land based and manufacturing sectors than other parts of England. In terms of outright economic output (in terms of GVA), total output is £21.5bn (as at 2017). Outright economic growth in Greater Lincolnshire has typically been slower than the national average, with GVA per capita growing by around 7.5% in 5 years to 2017, compared with 15.3% nationally. Growth in Greater Lincolnshire has typically been lower than average due to the structure of the economy and predominance of more traditional, and labour intensive, industry sectors.

For example, Greater Lincolnshire:

- has 25% of England's grade 1 agricultural land,
- is the nation's biggest arable and horticulture producer, providing 25% of the country's vegetables,
- processes 70% of the UK's seafood.

Conversely, sectors such as ICT and financial services are three times smaller in Greater Lincolnshire than would be expected, based on the national average.

Gross Value Added (GVA) per capita in 2017 was £18,959 for Lincolnshire and £22,404 for North and North East Lincolnshire (70% and 82% of the average for England respectively). GVA by sector is characterised by over-representation in agriculture (4% for the county of Lincolnshire compared to 1% for England) and manufacturing (32% for North and NE Lincolnshire compared to 10% for England).

Greater Lincolnshire is home to just under 38,000 VAT/PAYE registered businesses, as well as over 69,000 self-employed. Over 99% of registered businesses are categorised as small and medium enterprises, with 88% employing fewer than 10 people (micro businesses). Unemployment in Greater Lincolnshire typically tracks just above the national average, with around 2.4% of working age residents claiming Jobseekers Allowance in 2018, compared to 2.2% nationally.

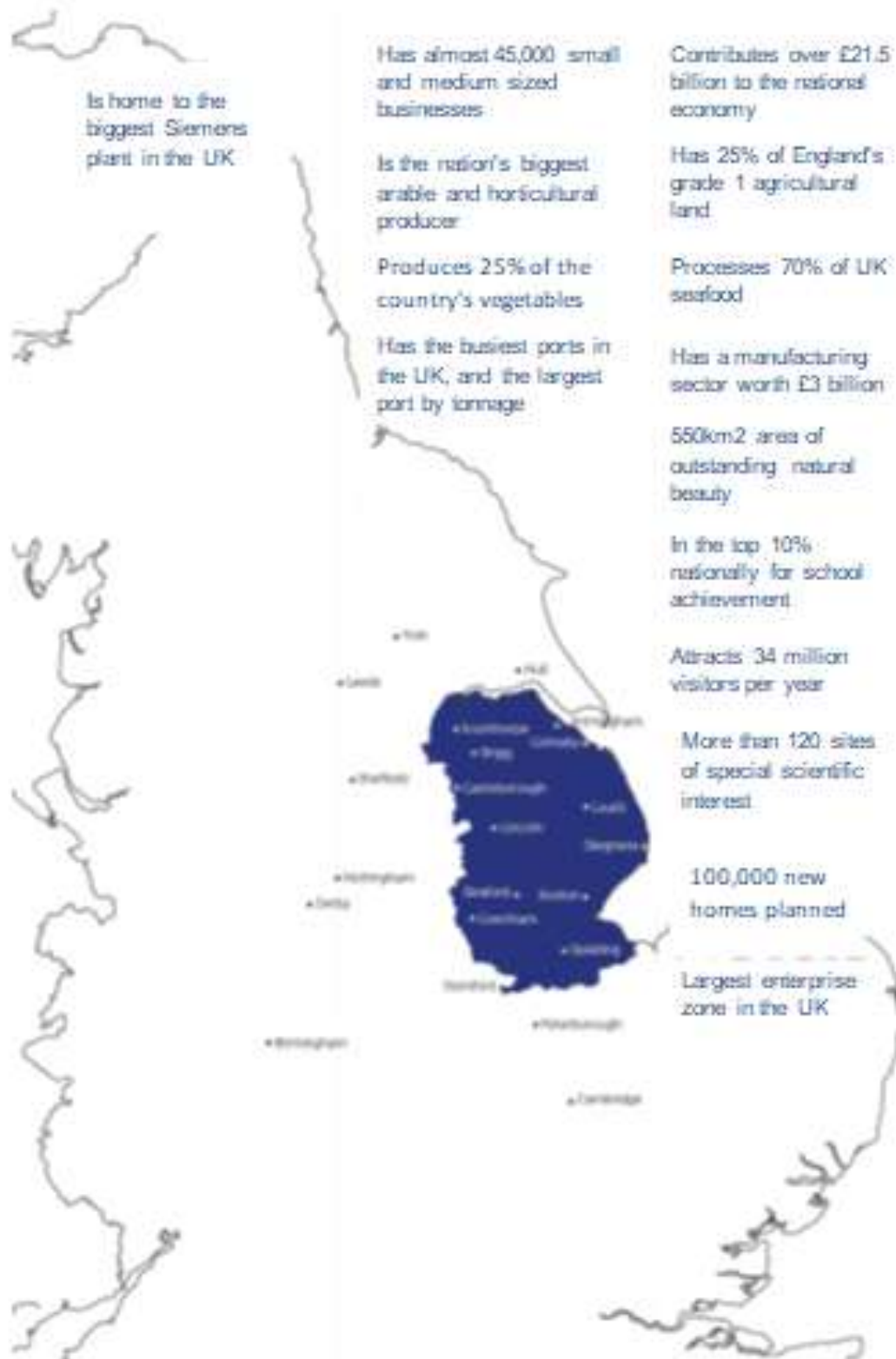
Median gross annual pay (FTE) for Greater Lincolnshire is £ 26,453 compared to £29,706 for England and Wales, with a high of £30,671 in North Kesteven and a low of £21,523 in Boston. Professional occupations make up around 39% of the workforce in Greater Lincolnshire, compared to the English average of 46%, with the average gross weekly wage 14% lower than the national average and around 5% lower than the regional average.

In terms of productivity, the nominal GVA per filled job in Greater Lincolnshire is just over £43,500; lower than the national average of £54,330 but about on par with areas that have similar industrial bases to Greater Lincolnshire.

LEP Geography

Following Government's decision to remove LEP overlaps, the Humber LEP and Greater Lincolnshire LEP have been in discussions regarding areas of shared interest. Discussions seeking to resolve the geography of the LEPs will resume in the early part of summer 2019, following local elections. In the meantime, work is taking place to move forward with a collaboration agreement to set out how the LEPs can work together in areas of shared interest. More detail on the developing agreement can be found in the engagement, consultation and influencing section of this document. Greater Lincolnshire LEP is also discussing with Rutland County Council membership of the Greater Lincolnshire LEP.

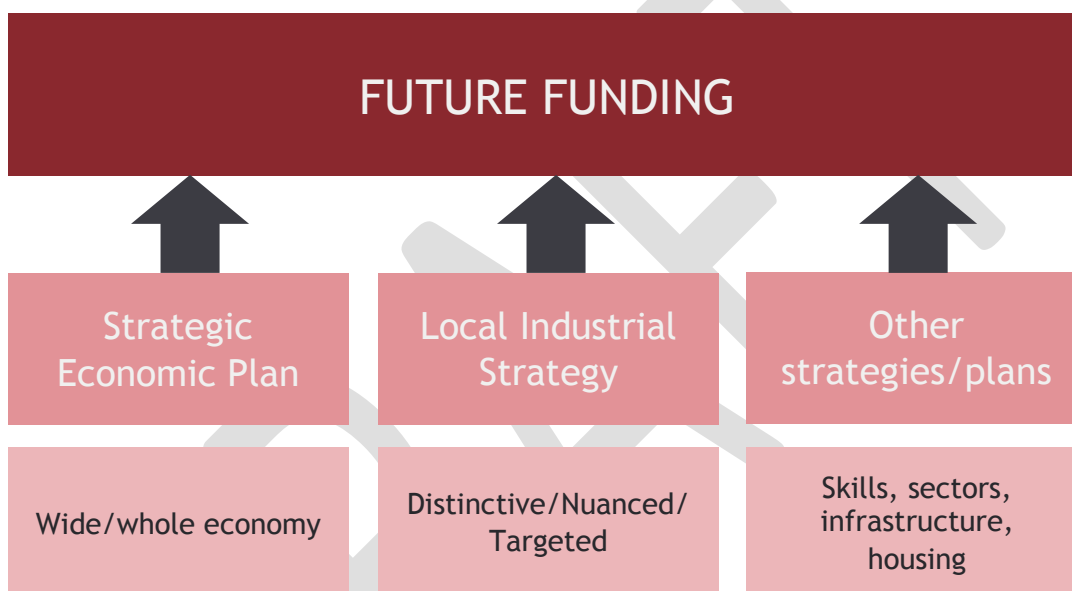
During the year collaboration agreements will be developed on an informal and, where relevant, more formal basis with our neighbouring LEPs, and those in which we share common interest.



2.2. The LEPs Strategic Objectives

The purpose of the Greater Lincolnshire LEP is to lead and influence economic growth, job creation and prosperity across Greater Lincolnshire to reposition Greater Lincolnshire's profile and reputation, nationally and globally. Connecting people, places, businesses and ideas to transform our economy, securing investment in infrastructure and skills to create more jobs and enable rewarding careers.

The [Strategic Economic Plan](#) (SEP) is the primary document underpinning everything the LEP does. In December 2018 Government announced that all LEPs would be invited to develop a [Local Industrial Strategy](#) (LIS) to drive productivity and growth. Both strategies remain relevant and complimentary.



2.3. Greater Lincolnshire Strategic Economic Plan

The [Greater Lincolnshire Strategic Economic Plan](#) (SEP) sets out the economic priorities for Greater Lincolnshire until 2030.

Priorities for growth are formed from the evidence base that has been developed through economic analysis, commissioned studies and face-to-face interviews with local business leaders in the area. The SEP was last refreshed in 2016 and a further refresh is planned for Autumn/Winter 2019.

Our growth ambitions to 2030

- ✓ To increase the value of the Greater Lincolnshire economy by £3.2 billion.
- ✓ To assist 22,000 businesses.
- ✓ To create 13,000 jobs.

Priorities and Drivers for Success

1. To drive the growth of the area's defining and strongest sectors which offer the most competitive advantage:-
 - a. agri-food
 - b. advanced manufacturing and engineering
 - c. the low carbon economy, with a particular focus on renewable energy
 - d. visitor economy.
2. To grow specific opportunities identified as future defining features of the area:-
 - a. health and care sector
 - b. ports and logistics.
3. To drive this growth by putting expansion into new markets, modern telecommunications, infrastructure improvements and the skills of individuals and business owners, at the forefront of what we do. This will include digital as a priority cross cutting theme.
4. To promote Greater Lincolnshire as a place for sustainable growth through improved transport infrastructure to connect us with national and international markets, enabling wider enjoyment of our world-class heritage sites, culture and strong communities.
5. To recognise the need for new housing for the existing local population and potential movers to the area, and support balanced housing and economic development through promoting the area's capacity to deliver.

Our strategies and investments are shaped by a clear understanding of how effective connectivity can directly enable growth, productivity and sustained prosperity. We are committed to ensuring that the best outcomes are achieved for the Greater Lincolnshire economy, whilst developing sustainably, and take a joined up approach to roads, rail, airports and ports as can be seen in the diagram below. Many of our growth sectors rely on good transport, especially food manufacturing and tourism. Connectivity is also important to attract skilled employees and ensure that they have access to the leisure activities and places which contribute towards a good quality of life.

Our ambitions for growth and productivity include delivering a step change in our skills base; being at the forefront in new technologies in partnership with one of the fastest growing universities in the country; improving health and well-being across the area and delivering a transformational growth plan encompassing transport, housing, water management, innovation, health and care, sustainable energy, digital impact and enhancement of place.



2.4. Local Industrial Strategy (LIS) development

One of the LEP's key activities for the coming year will be the development and publication of a Local Industrial Strategy (LIS).

The UK's modern [Industrial Strategy](#) is the Government's long term plan to boost the productivity and earning power of people throughout the UK. It was published in November 2017.

It sets out five “**foundations of productivity**” as the building blocks of a vision for a transformed economy:

- **Ideas** – the world's most innovative economy
- **People** – good jobs and greater earning power for all
- **Infrastructure** – a major upgrade to the UK's infrastructure
- **Business Environment** – the best place to start and grow a business
- **Places** – prosperous communities across the UK

Four “**grand challenges**” are also identified as opportunities to put the UK at the forefront of the industries of the future:

1. **Artificial Intelligence (AI) & Data Economy** – putting the UK at the forefront of the artificial intelligence and data revolution
2. **Ageing Society** – harnessing the power of innovation to help meet the needs of an ageing society
3. **Clean Growth** – maximising the advantages for UK industry from the global shift to clean growth
4. **Future of Mobility** – becoming a world leader in the way people, goods and services move

The Greater Lincolnshire LEP submitted its response to the consultation in April 2017, produced a framework in January 2018, and is working to produce a [Local Industrial Strategy](#) by spring 2020.

Greater Lincolnshire Local Industrial Strategy (LIS)

The LIS will be a distinctive local modern industrial strategy for Greater Lincolnshire. It will be co-produced with Government and accompanied by a comprehensive programme of communications and engagement to ensure that we keep our finger on the pulse of our communities and harness the power of our stakeholder network in driving towards our ambitions.

Guiding Principles

The aim is that Local Industrial Strategies should help all places to:

- ✓ Increase productivity and realise their potential
- ✓ Set out the spatial impacts of national and local policy across cities, towns and rural areas

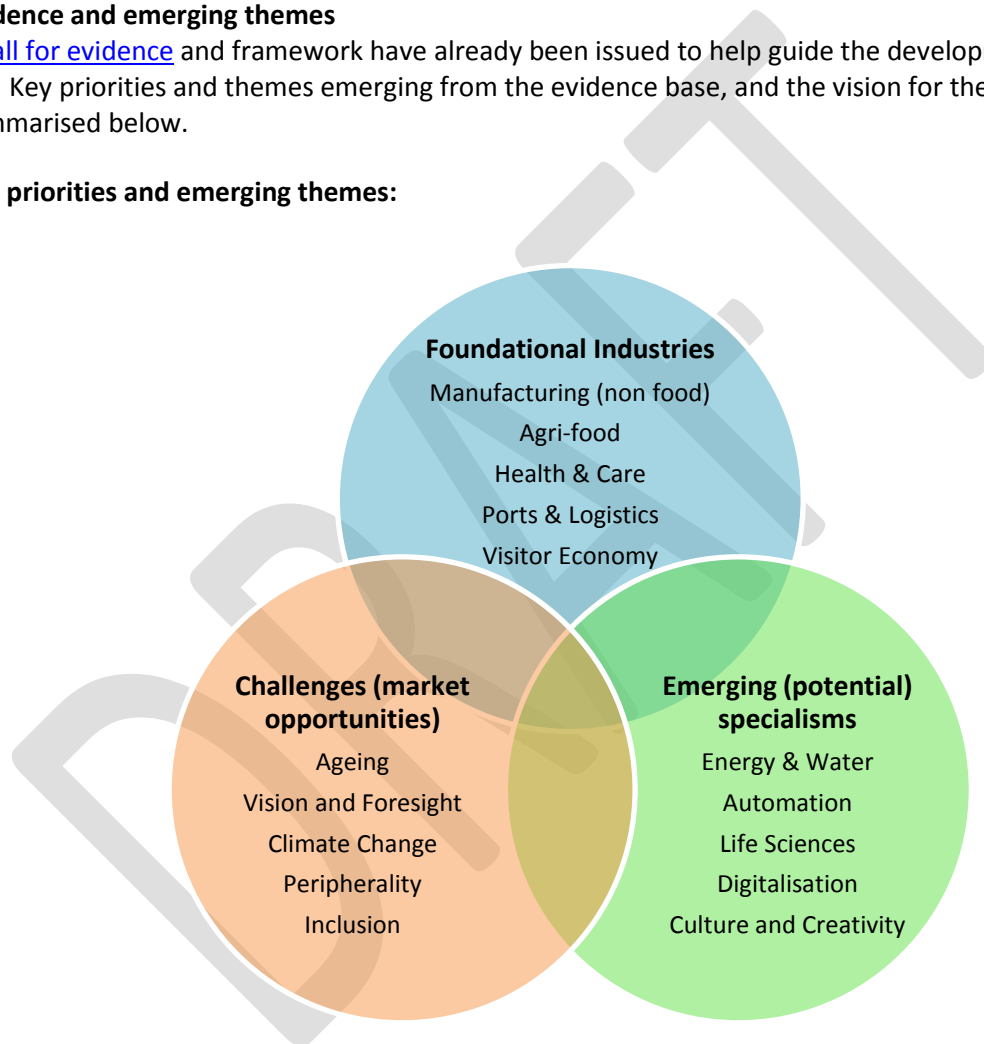
In order to achieve this, our Local Industrial Strategy, and each opportunity/priority will need to:

- ✓ Be distinctive
- ✓ Align with the national strategy
- ✓ Take a partnership approach
- ✓ Be targeted
- ✓ Future proof the economy
- ✓ Focus on improving living standards:
- ✓ Evaluate and evolve
- ✓ Seek competitive advantage

Evidence and emerging themes

A [call for evidence](#) and framework have already been issued to help guide the development of the LIS. Key priorities and themes emerging from the evidence base, and the vision for the LIS are summarised below.

Key priorities and emerging themes:



Our Vision

- ✓ Be home to a world leading agri-food industry, developing and demonstrating new technologies and being the envy of our global competitors.
- ✓ Drive our remarkable energy resources to act as a test bed for energy and water, reduce costs and improve environmental performance, and identify cutting edge solutions for new commercial models of energy generation and storage, with new approaches to grid management and sustainable water storage.
- ✓ Further develop and implement new ways to support the health and care of people who live in hard-to-reach areas, and support people through innovative ways to live well and independently for longer.
- ✓ Support a high-profile, high-quality tourism industry, supporting innovation across tourism services and facilities to transform into a modern, culturally and creatively vibrant visitor economy.
- ✓ Maximise the contribution which housing can make to the growth of our economy. Offering the right mix of available and attractive homes is critical to labour mobility and housing plays an integral part across all of our opportunities.

To achieve this we are dedicated to equipping everyone in Greater Lincolnshire with the skills to transition into this increasingly automated, digital, and fast-changing environment, where digital advances and automation will be game changing.

LIS actions for 2019/20

Planned actions for developing the LIS are summarised below:



2.5 Skills Advisory Panel

[Skills Advisory Panels](#) aim to bring together local employers and skills providers to pool knowledge on skills and labour market needs, and to work together to understand and address key local challenges. Skills Advisory Panels' analysis will also support strong Local Industrial Strategies. The GLLEP's Employment and Skills Board has taken on the role and responsibilities of a Skills Advisory Panel.

A skills analysis will be produced during 2019/20; this analysis will underpin the 'People' element of the Greater Lincolnshire LEP's Local Industrial Strategy.

The LEP will continue to play an important leadership role in the skills system; developing the Skills Analysis, engaging with the education and skills sector and expanding the work of Enterprise Coordinators.

2.6 Communications & Partnership

Through 2019-20, the LEP will revise its communications and engagement approach to:

- I. Raise Greater Lincolnshire LEP' profile with Government, MPs and officials with the aim of establishing an All-Party Parliamentary Group or Friends of Lincolnshire group.
- II. Radically strengthen the LEP's digital profile through social media and website improvement.
- III. Further strengthen working with businesses and business organisations. Part of this will involve direct input to development of the Local Industrial Strategy and the holding of the LEP's annual conference and AGM in summer 2019.

2.6.1 Engagement, consultation and influencing

The LEP will continue to collaborate both formally and informally with a number of neighbouring LEPs, partners, businesses and the local community.

Key Stakeholders

Stakeholders	Our stakeholder list continues to grow and is currently made up of: private sector businesses, local authorities, third sector and voluntary organisations, academics and education providers, government and local government departments, elected councillors and MPs, and trade organisations.
LEP Strategic Boards	The LEP has ten strategic advisory boards made up of expert members of Greater Lincolnshire's priority sectors and themes. These board members receive monthly communications, invitations to events, and are called upon to undertake task and finish activity or to speak or make recommendations on activity in their area of knowledge. We now have over 120 men and women from the private sector across all of our boards

who are recognised as important ambassadors for LEP activity.

LEP board directors and members also provide access to a network of other regional and national groups. For example, individuals from the LEP Directors' Board are also represented on DEFRA's Food and Drink Sector Council, Board of the Higher Education Funding Council for England (HEFCE), HEFCE's Teaching Excellence and Student Opportunity Committee, Universities UK's task force on social mobility and the Equality Challenge Unit, Humber LEP, Lincoln Business Club and the Renewable Energy Foundation.

Local Authorities

The Greater Lincolnshire LEP Directors' Board includes the political leaders of the LEP area's three upper tier authorities (Lincolnshire County, North Lincolnshire and North East Lincolnshire) as well as representatives from the Lincolnshire Districts. In addition, senior officers meet regularly with local authority Leaders, elected representatives and Chief Executives across the LEP area, to ensure areas of importance to local authorities are captured and addressed, and to ensure strategic activity is aligned.

Business

At the heart of economic growth lies a supportive and proud business community, willing to champion our diverse and flourishing area and eager to support each other and nurture collaborative working. 126 men and women now sit on LEP [boards](#), with over 100 of these directly from the business community; in the last year over 600 businesses have received support from the [Business Lincolnshire](#) Growth Hub. Through the board and officers, the LEP also has strong partnership relationships with SME bodies, the Lincolnshire Chamber of Commerce, Institute of Directors, Confederation of British Industry, Engineering Employers Federation and other relevant third party and trade organisations.

Team Lincolnshire

The concept behind the Team Lincolnshire initiative is that all members become ambassadors for the region, fuelling our economy and securing our future. Team Lincolnshire represents the private and public sector working together across all sectors, and it is widely recognised that collaborating together to promote the area gives us a much stronger and passionate voice.

MP's

The LEP has developed a Local MPs Engagement Plan to allocate and align Board Directors to build relationships and encourage dialogue and engagement.

Third Sector

LEP company members include local interest groups and other third sector organisations. The LEP will also liaise with relevant third sector organisations on a project by project basis.

Further details about key stakeholders and methods of engagement can be found on pages 18 – 21 of the [Local Assurance Framework](#).

2.6.2 Key activities for 2019/20

Development of engagement plans and channels

The LEP intends to produce a comprehensive communications and engagement plan to ensure that we keep our finger on the pulse of our communities and harness the power of our stakeholder network in driving towards our ambitions.

In particular, social media is recognised as an important tool for the LEP and we are increasing our engagement with followers of Twitter, Facebook Live and LinkedIn. A review will take place this year to look at how the LEP can make better use of social media.

Working with other LEPs

Collaboration agreements are being developed with neighbouring LEPs, such as Greater Peterborough and Greater Cambridgeshire (GPGC) LEP and the Humber LEP.

The agreements will formally set out our terms of engagement including how we manage cross-boundary activity, develop joint funding submissions, work together to ensure our strategies align etc. The LEP Secretariat liaises and consults with the relevant officers of other LEPs whenever a project spans LEP boundaries or a mutual interest in delivery exists. Formal practices will be set out as the project progresses, including combined aims and objectives. The LEP Secretariat will report to the Board on an annual basis, outlining the collaboration that has taken place with other LEPs and setting out the opportunities for further collaboration.

Areas where Greater Lincolnshire LEP works closely with other LEPs include:

- Midlands LEP Chair meetings which take place twice a year
- Midlands LEP Chief Executives meetings which take place once a quarter
- Midlands Engine Groups which take place once a quarter
- East Midlands Chairs meeting which takes place once a quarter
- East Midlands Chief Executives which takes place once a quarter.

Humber LEP / Greater Lincolnshire LEP collaboration agreement

A key area of focus will be working with the Humber LEP to develop a joint approach to areas of shared interest, following government's decision to end LEP overlaps. A Humber LEP / Greater Lincolnshire LEP collaboration agreement is in development, and will set out how the LEPs plan to take this approach forward. The LEPs are committed to collaborating on a focused set of issues where it is relevant to work together and will add value. To ensure that this collaboration is meaningful and effective, the two LEPs want to be specific about what they will do and how they will

do it. Any collaboration would create additionality and achieve more than the individual LEPs can do on their own.

Key areas for potential collaboration will be:

- developing Local Industrial Strategies,
- food sector (including seafood, food processing, agri-tech and primary agriculture),
- energy,
- visitor economy,
- place marketing,
- coastal communities.

LEP Network

The LEP will continue to participate in the wider LEP network, where best practice is shared and fed back by LEP Officers attending meetings; this is at the Chief Executive level and also includes skills leads, communications leads, data leads and sector specific groups such as Food and Drink Sector Council LEP Network and Creative Industry Council LEP Network.

Food and drink is an important sector for Greater Lincolnshire. This is reflected in Greater Lincolnshire's role as the LEP national lead for food and drink. The chair of the Greater Lincolnshire LEP is represented on the [Food and Drink Sector Council](#); the Chief Executive of the Greater Lincolnshire LEP is the co-chair of the LEP national group on food and drink.

Working with National and Regional Bodies

The LEP plans to continue its work with local and regional bodies, including Midlands Engine and Northern Powerhouse.

Northern Powerhouse

Published at the 2016 Autumn statement, the [Northern Powerhouse Strategy](#) explains how the government will work with local stakeholders to address key barriers to productivity in the region. North and North East Lincolnshire Councils work closely with the Humber LEP as well as Greater Lincolnshire LEP and several schemes/initiatives are therefore taken forward in these areas in response to Northern Powerhouse priorities.

Building a Northern Powerhouse is about boosting the local economy by investing in skills, innovation, transport and culture. This includes improving connectivity both within and between towns, counties and city regions; addressing skills disparities between the North and other parts of the country; ensuring the area is a great place to start and grow a business; and promoting trade and investment.

Greater Lincolnshire LEP is fully supportive of the aims of Transport of the North to:

- transform connectivity,
- improve journey times,
- improve capacity and resilience,
- simplify the user experience.

Midlands Engine

Published in 2017, the Government's [Midlands Engine Strategy](#) sets out actions to address productivity barriers across the Midlands, enabling businesses to create more jobs, export more goods and services, and grow their productivity.

The [Midlands Engine](#) is a pan-regional economic partnership focused on increasing the economic potential of the Midlands through encouraging increased productivity. It brings together partners from across the region including LEPs, Local Authorities and the Combined Authority, Universities and businesses to work with Government to bring about economic growth. It looks to enhance connectivity; improve the ability of businesses to access the right skills; drive up business innovation and improve productivity and competitiveness; work with private sector partners and the Department for International Trade (DIT) to showcase the [Midlands Engine Investment Portfolio](#) ; and shape great places by promoting the region as a great place to live, visit, learn and work.

Midlands Connect

Greater Lincolnshire LEP plays a strong part in supporting and delivering on several aims of Midlands Connect, via the [Our Routes to Growth Strategy](#) July 2018. It can also help support [A Shared Vision for the East Midlands](#) a joint document with Midlands Connect / Transport for the East Midlands outlining its shared priorities for the region. This document outlines a common set of key strategic priorities that will help to address the historic underfunding of the East Midlands and support economic and housing growth covering:

1. Making the most of HS2
2. A Midland Main Line fit for the 21st century
3. Improving access to East Midlands Airport
4. A46 Growth Corridor & Newark
5. A5 Growth Corridor
6. Transforming East-West connectivity

[Midlands Rail Hub](#): The Rail Hub will support an extra £649 million of economic growth and investment annually by enabling faster and more frequent journeys across the Midlands and spreading easy access to HS2 services. These improvements will allow 1.6 million more people in the Midlands to reach its biggest towns and cities within an hour, bringing the east and west closer together.

[The A46](#): Midlands Connect is focusing on a long-term strategy for upgrading the route which will support sustainable growth all the way from Gloucestershire to Humberside. Discussions are also

starting to take place regarding enhancement of the A15 as a key route off the A46 and how we might improve access times to our ports and Food Enterprise Manufacturing Zones.

Strengthening links with Hunan Province, China

The LEP will collaborate with Lincolnshire County Council initiatives to build on the civic goodwill established between the two regions and focus attention on three significant areas where economic benefit can be achieved - Agri-Tech, Advanced Manufacturing, and Education. Lincolnshire County Council has produced a plan for 2019 that outlines practical projects the two regions can work together on in these areas.

- **Agri-tech:** The focus for this aspect of the relationship will be on Advanced Agricultural Technology, an area where Lincolnshire and Hunan have significant strengths. It is hoped new collaborations will lead to the development of world class agri-tech products.
- **Advanced Manufacturing:** The establishment of the Dynex-CRRC relationship was the catalyst which brought Hunan and Lincolnshire together. Furthering the two regions cooperation in this area will be a significant aspect of future relations.
- **Education:** It is hoped momentum from existing agreements between FE and HE providers in Lincolnshire and Hunan can be built on. There are opportunities to develop internationally significant research and development collaborations in the fields of Advanced Manufacturing, Agri-Tech and Teacher Training. In addition, there are significant opportunities to increase exchanges between students in Hunan and Lincolnshire universities and develop new programs such as joint degree courses.

Lincolnshire is currently compiling a list of 'China ready' businesses and working with the Hunan Department of Commerce and the Foreign Commonwealth Office to support with business matching.

Wider regional collaboration through Midlands Engine: As connectivity between Hunan and Lincolnshire increases, it is anticipated that there will be more and more opportunities where Hunan would like to collaborate outside of Lincolnshire's priority sectors. Hunan's relationship with Lincolnshire provides a gateway for the wider Midlands Engine, which can provide links into additional sectors that compliment Lincolnshire's offer.

One very good example of collaborative working with Midlands Engine is the East Midlands Manufacturing Zone project.

East Midlands Manufacturing Zone

Food Enterprise Zones (FEZ)



Holbeach
(Peppermint
Park)

Hemswell



Grimsby
(Europarc)

Location	Holbeach FEZ, Europarc FEZ (Grimsby), Hemswell Cliff FEZ, Melton Mowbray, Leicester Space Park and various sites across North Derbyshire
Fund	EMMZ Fund
Funding Allocation	£500,000
Project completion	March 2020

Project lead	Greater Lincolnshire LEP, D2N2 LEP, Leicester and Leicestershire LEP, University of Leicester
<p>The Programme</p> <p>Four projects, involved in the space industry, food sector, and the development of HS2, will form the new and innovative East Midlands Manufacturing Zones. Melton Mowbray, Space Park Leicester, and areas across North Derbyshire and Greater Lincolnshire will together benefit from a total of £500,000 funding to develop their plans. The intention is to build on existing strengths in space, food and advanced manufacturing across the region.</p> <p>Greater Lincolnshire</p> <p>On the 18th January 2019 Greater Lincolnshire LEP received a grant determination letter confirming the Greater Lincolnshire East Midlands Manufacturing Zone funding totalling £155,000. The funding will help us build on our existing strengths in food and advanced manufacturing, and enable our sectors to innovate, grow and boost economic growth across the Midlands Engine area.</p> <p>The East Midlands Manufacturing Zone aims to reduce planning restrictions to allow land to be used more productively and provide certainty for business investment. The programme will directly assist the East Midlands to increase competitive advantage in enabling the UK's largest concentration of food producers and supply chain companies.</p> <p>Greater Lincolnshire LEP has been working closely with its local authority and business partners to take forward the initiatives agreed with Government for the programme. The LEP identified that utility and access barriers remain a constraint on businesses' ability to develop quickly at the sites, hence the East Midlands Manufacturing Zone funding is helping to address these constraints by enabling us to undertake studies into using rail to move freight to and from the zones in Grimsby, supporting the development of smart grid technology in Hemswell Cliff and better marketing of the site, and helping us find innovative solutions to access and utility capacity at Holbeach.</p>	

Working with Local Authorities – Lincolnshire Housing Growth Deal Proposal

The LEP will work with Lincolnshire County Council and other partners on a proposal centred on investigating the opportunity to develop a Housing Growth Deal which, if agreed by local partners, may be negotiated with and supported by central government.

Whilst delivery will have housing at its centre, this is within the context that the new homes are a crucial input into delivering Lincolnshire’s economic and industrial strategy. A successful deal will have to have a measurable impact on productivity and deliver outputs and outcomes that will not be delivered using a “business-as-usual” approach.

The current proposal covers Greater Lincolnshire; this is considered to be of the appropriate scale in terms of housing numbers, job creation and ability to improve productivity and it also covers an area and group of local organisations that are likely to be able to develop a shared vision and shared housing and economic objectives.

The Greater Lincolnshire LEP will be a key partner to any deal, although any deal will also need to complement the strategies of the other LEPs and other economic partnerships whose areas overlap with Lincolnshire.

Working with Businesses

Business Advisory Services – Business Lincolnshire Growth Hub

The [Business Lincolnshire](#) Growth Hub is set up to help support Greater Lincolnshire based businesses to start and grow. Business Lincolnshire is a single place to go to for online support, business experts and mentors, support and guidance, grants and finance.

In 2019/20 Business Lincolnshire aims to:

- Intensively Assist 630 businesses
- Create 50 new jobs

Team Lincolnshire Ambassador Programme



Team Lincolnshire is a three year, LEP funded programme which the LEP works with Lincolnshire County Council to deliver.

The concept behind Team Lincolnshire is that all members become ambassadors for the region, fuelling our economy and securing our future. Team Lincolnshire represents the private and public sectors working together across all sectors, and it is widely recognised that collaborating together to promote the area gives us a much stronger and passionate voice.

Over the past few years, the initiative has grown from strength to strength, with a rapidly expanding membership. Team Lincolnshire has now expanded into two other key sectors that flourish within the region: Manufacturing and Agri-tech. Our network is made up of a diverse a passionate group of people ranging from entrepreneurial SMEs and academia to global businesses.

Membership: Team Lincolnshire currently has over 80 [members](#) from a wide range of businesses, and this number is increasing each month.

Promote Lincolnshire: The [Promote Lincolnshire](#) website communicates, champions and promotes all that is great about Lincolnshire. It has been created for anyone who wants to share the many reasons to live, work, invest or experience Lincolnshire. It has hundreds of resources to promote Lincolnshire. It has been created as an accessible way of promoting Lincolnshire to individuals or businesses and organisations.

Events: Each upcoming [Team Lincolnshire event](#) provides a unique platform from which to showcase Greater Lincolnshire and nurture collaborative working and networking.

Team Lincolnshire aims for 2019-21

The main objectives for Team Lincolnshire are:

- To attract inward investment into the region
- To create more business opportunities and facilitate networking opportunities for our members.

These objectives will be achieved through continued work to organise events, campaigns and the Promote Lincolnshire website.

Key areas of focus are:

- Focus on the outcomes i.e. generating inward investment for the region
- Create a 'community'
- Create content and platforms which are relevant for our members
- Create a buoyant social media platform

One of our key objectives is to attract inward investment to Greater Lincolnshire as we are aware that many potential investors outside of the region still don't recognise Greater Lincolnshire as a legitimate contender for investment. Our events are an excellent way of reaching out to this untapped audience, which is why we have invested in regional, national and international events, and will continue to do so in 2019/20.

Events provide an excellent platform to promote opportunities in the region and in 2019 we will be giving particular emphasis to the food and manufacturing sectors, as well as hosting events outside of the county.

2.6.3 Overview of planned engagement activities April 2019 – March 2020

Annual Conference 2019



The Greater Lincolnshire Local Enterprise Partnership’s annual conference and exhibition is a well-established, keenly anticipated event in the Lincolnshire business calendar. Attracting around 400 delegates every year, the conference is our flagship public-facing business engagement event.

The [2019 annual conference and AGM of the Greater Lincolnshire Local Enterprise Partnership](#) will be held in the EPIC Centre on Friday 12th July 2019 and will feature an essential mix of keynote speakers, expert panel discussions on evolving opportunities, and an opportunity for networking.

As the LEP continues to shape Greater Lincolnshire’s Local Industrial Strategy, the conference will bring together experts and leaders from a range of sectors, from agri-tech, manufacturing and skills to housing, energy and leisure.

Alongside the discussions, speakers and networking opportunities will be an exhibition showcasing business and industrial technologies which are at the cutting edge of digital and robotics revolution.



Examples of other events due to take place in 2019/20 are shown below:

April 19	May 19	June 19
<p>MEIF Investment Readiness Event, Master Class: Success Without the Stress</p> <p>Property & Business Investment Lincolnshire</p> <p>Digital - Introduction to Social Media</p> <p>Digital - SEO</p> <p>Focus Workshop Programme - Second Series - Effective Leaders</p> <p>Property & Business Investment Lincolnshire 2019</p>	<p>Brexit - Is Your Business Ready?</p> <p>Delivering Effective PR Workshop - Sleaford</p> <p>Bitesize Lincs: Protecting your EU Workforce</p> <p>Bitesize Lincs: Protecting your EU Workforce Webinar</p> <p>Email Marketing Masterclass</p> <p>Brexit - Is your Business Ready? Partnership with Chamber</p> <p>Digital - Introduction to Digital Marketing</p> <p>Digital - Video Marketing</p> <p>Digital - Facebook for Business</p> <p>Brexit - Protecting your EU Workforce</p> <p>Aligning Marketing and Sales for Growth</p> <p>Digital - Twitter & LinkedIn for Business</p> <p>Focus Workshop Programme - Second Series - Measurement and Evaluation</p> <p>East Lindsey Pop – Up event</p> <p>Pop-Up Event Gainsborough</p> <p>MIPIM de-brief event</p> <p>Expo East 2019 (City X event - LEP attending)</p>	<p>Delivering Effective PR</p> <p>Lincolnshire Tech & Innovation</p> <p>Introduction to Exporting</p> <p>International E-Commerce Funding Fair</p> <p>Team Lincolnshire</p> <p>Manufacturing Event</p> <p>Awards 2019 (City X event – LEP attending)</p>
July 19	August 19	September 19
<p>Introduction to Exporting</p> <p>LEP Annual Conference</p> <p>Introduction to Researching Export Markets</p> <p>Funding Fair</p> <p>Team Lincolnshire in Leeds Event</p> <p>Greater Lincolnshire LEP Annual Conference</p> <p>Innovation Day 2019 (University of Lincoln event – LEP attending)</p>		<p>Introduction to Exporting</p> <p>International Website Optimisation & Digital Marketing</p> <p>A pop-up event with North Lincolnshire</p> <p>A pop-up event with North East Lincolnshire</p>
October 19	November 19	December 19
<p>Introduction to Exporting</p>	<p>Introduction to Exporting</p>	<p>Introduction to Exporting</p>

<p>Business Live Introduction to Researching Export Markets Team Lincolnshire Nottingham Event MIPIM UK GLLEP Dinner</p>	<p>International E-Commerce #GoDigital19 Conference South Holland District Council Pop-Up event Local informal quarterly event</p>	<p>North Kesteven event</p>
January 20	February 20	March 20
<p>Robotics Showcase Introduction to Exporting Introduction to Researching Export Markets Pop-Up Event with Boston Borough Council <i>Lincs Business Expo (CityX event – LEP attending)</i></p>	<p>International Website Optimisation & Digital Marketing Lincolnshire in London Event</p>	<p>MIPIM (Cannes, France) Local Networking Event Grantham Pop Up Event Greater LEP AGM</p>

Key:

- **Business Lincolnshire event**
- **Team Lincolnshire event**
- **Greater Lincolnshire LEP event**

Up to date information about upcoming events can be found here:

[LEP Events](#)

[Team Lincolnshire Events](#)

[Business Lincolnshire Events](#)

2.6 Key actions in 2019/20

STRATEGY: Key actions for 2019/20	
Local industrial Strategy (LIS) development: <ul style="list-style-type: none"> Engagement, testing and development Publication 	November 2019 March 2020
Refresh the Strategic Economic Plan (SEP).	Autumn / Winter 2019/20
Skills Analysis and Insight	Summer 2019
Liaison with Cities and Local Growth Unit: Local Industrial Strategy: the LEP will continue to provide regular updates and maintain engagement with Cities and Local Growth Unit on progress on the development of its Local Industrial Strategy and the refresh of its SEP and other strategies. Cities and Local Growth Unit will respond to LEP requests for support and challenge, drawing in other Government Departments as appropriate, to support the development of its Local Industrial Strategy.*	Ongoing
LEP Geography: once the overlap has been resolved, the LEP will reflect this in the development and focus of its Local Industrial and other strategies, as well as opportunities to strengthen collaboration.*	TBC
Develop a comprehensive communications and engagement plan.	Summer 2019.
Review of the LEP's social media presence	TBC
Work with Lincolnshire County council to build on links with China, including: <ul style="list-style-type: none"> Production of a list of China ready businesses Work with the Hunan Department of Commerce and the Foreign Commonwealth Office to support business matching 	April 2020
Business Lincolnshire - Growth Hub <ul style="list-style-type: none"> Intensively Assist 630 businesses Create 50 new jobs Update the digital business report 	April 2020
Team Lincolnshire: <ul style="list-style-type: none"> Events and Networking: Deliver a programme of events and networking opportunities to promote Lincolnshire and encourage investment Promote Lincolnshire platform: Continue to develop social media and other platforms, and relevant content for members Membership: Continue to grow the Team Lincolnshire community of members 	April 2020
Participate in development of the Lincolnshire Housing and Growth Deal Proposal	TBC

* Action referenced in Annual Review letter.

3. Delivery

3.1. Funding for 2019/20

The Greater Lincolnshire LEP works in partnership across greater and one of the partnerships roles is to identify common priorities and attract resources and investment to make a difference to the economy and prosperity. During 2019/20 The LEP will continue to draw on multiple sources of funding to maximise the amount of money available for the delivery of projects which contribute to its strategic objectives within the Strategic Economic Plan and the emerging Local Industrial Strategy.

3.1.1 Growth Deal

Growth Deal (Single Local Growth Fund)

Growth Deals - or the Single Local Growth Fund (SLGF), are providing support for local businesses, creating and safeguarding jobs, delivering strategic infrastructure schemes, developing hundreds of new homes, investing in education and providing scope for innovation and knowledge transfer.

Click here to see projects funded by [Growth Deal](#).

Total funds agreed with Government: £112.6m	Contracted: £90.3m	Remaining funds to be Contracted: £21.9m
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- Key Outputs/Indicators for 2019/20 on contracted schemes by 2024/25**
- ✓ Build 49 new homes
 - ✓ Create/safeguard 169 jobs and apprenticeships
 - ✓ Deliver 2,500 square metres of new/improved skills related floor space
 - ✓ Support 299 new learners

Foundations of Productivity supported:

Places	Ideas (Innovation)	People (Skills)	Infrastructure	Business Environment
✓	✓	✓	✓	✓

Monitoring arrangements:
As part of the Growth Deal, the LEP has developed frameworks to ensure robust governance and delivery of the projects supported.

GLLEP has a Monitoring and Evaluation Framework in place which can be found on the GLLEP website by clicking [Here](#)

The Accountable Body (Lincolnshire County Council) reviews progress against outputs and outcomes throughout delivery stages via progress reports supplied with quarterly claims, and continues quarterly review once a scheme has completed its delivery stage. Progress reports are provided until all outputs have been achieved and grant recipients are tasked with providing

either a level one or level two evaluation report as contractually agreed.



GLLEP commissions work externally to look at the wider change impacts Growth Deal is achieving for Greater Lincolnshire and the findings are presented to the LEP Board.

Project Monitoring

The claims process is an integral part of the contract management and control environment employed by the Accountable Body in managing the projects, and although claims are a mechanism for grant recipients to draw down their funding it also provides key information on progress and performance.

Project Risk Monitoring

All projects will be required to monitor risks associated with their delivery; however there may be instances where the GLLEP Investment Board/Accountable Body feels additional monitoring is required for a scheme due to the escalation of risk levels. In these instances there are clear processes in place and the [Local Assurance Framework](#) provides detail on the various scenarios that apply.

The government dashboard and bespoke spreadsheets managed locally by the Accountable Body provide the LEP with regular detailed and RAG rated information on how projects/programmes are performing. Detailed forecasts and milestones are included for all projects at contracting stage and if delays are encountered a full explanation and mitigation plan must be provided to the LEP.

The LEP has an agreed [pipeline](#) of schemes should future growth related funding become available, either via a new Government programme or due to the potential for existing schemes becoming undeliverable or having to be withdrawn.

Project delivery

Target expenditure for 2019/20 is £6,809,606 and the LEP aims to have 100% of its allocation contracted by the end of the financial year.

	ACTUAL	FORECAST		Total ALL Years
	TO Mar 2019	2019/20	2020/21	
	TOTAL	TOTAL	TOTAL	
SLGF Allocation	98,684,980	6,809,606	18,153,052	£123,647,638
Project spend	80,419,723	14,673,724	28,554,191	£123,647,638

- The figures above include £11million from DFT as a contribution toward the Lincoln Transport Hub Project.
- The LEP received an allocation of £6.8 for 19/20 which is currently held on reserve and will be spent within the year.
- Recent project profiles estimate spend of £14.6million.
- The LEP will continue to report via the Delta Spreadsheet (Dashboard). These figures were locked as at October 2018.
- Spend on LCC capital projects (offset) amounts to £18.5 million. 300k has already been utilised from this fund and current forecasts show that this will be utilised in 19/20 (£7.8million) and 20/21 (£10.4million).
- Other freedoms and flexibilities have been used. To date £25.2million has been released in this way. As at April 19 £13.6million had been evidenced. In 19/20 we estimate a further £10million with the remainder in 20/21.
- Grantham College and Skegness Countryside Business Park have repaid their allocation following withdrawal of the contracts. These are held on reserves with 160K being used in this financial year and £3.6M estimated for use in 19/20.

PLEASE NOTE: The figures above are estimated and include both contracted and uncontracted projects.

List of Growth Deal projects for delivery in 2019/20

There are a number of key projects being delivered this financial year and they include the following:

Grantham Southern Relief Road (Forecast 2019/20 £7,377,064)

This £100m+ scheme has secured £28m of Growth Deal funding and will:

- Improve the town centre environment, air quality and visitor experience
- Improve the strategic east west road link, reducing and making easier journey times for distribution, visitor and local resident movements, creating a new direct link to the A1
- Open up development of high quality employment sites for high value job creation
- Directly unlock 3500 new homes on the Southern Quadrant

- Reduce bridge strikes on the East Coast Mainline

Phase 1 is complete and Phase 2 construction will begin construction on site this summer.

Lincoln Medical School (Forecast 2019/20 £1,543,528)

The Lincoln Medical School will drive growth and productivity throughout the health and care sector, injecting higher level skills and innovation for the benefit of the entire supply chain. The School will create 80 new jobs, assist 30 businesses to improve their performance and support the development of 1,200 new learners. GLLEP is contributing £5m to this £21m+ transformational scheme for Greater Lincolnshire and will enable the construction of a high-quality 5,682m² integrated clinical facility that will drive skills development across the fields of medicine and allied health subjects.



Agri-food Centre of Excellence (Forecast 2019/20 £1,400,000)

This £6m University of Lincoln led project will create a Centre of Excellence delivering high level skills, innovation support services and applied research for Greater Lincolnshire's Agri-Food businesses to secure and create a world leading food industry in Lincolnshire. Ensuring the rapid uptake of the advanced technologies that the sector needs to remain competitive is central to the project's objectives. GLLEP is contributing £2.4m to the capital build element of the scheme.

Located on the Food Enterprise Zone (FEZ) in Holbeach, The Centre of Excellence will create momentum for technology driven innovation with the clustering of expertise, helping food and technology businesses to create and commercialise innovation. Works begin on the building late summer and synergies with the emerging Institute of Technology will undoubtedly strengthen the offer and impact of this key East Midlands Manufacturing Zone location.

Coastal Communities

The LEP has been awarded £370K over a two year period to deliver skills and training for the Visitor Economy Sector, along the East Lindsey Coast.

Skills Capital Fund

There is an allocation of £7.34m to four projects. One project, the Digital Skills Suite at Stamford College has already been completed, however the EMAT Centre at Boston College, and the TIBISH project at North Lindsey College will be completed in this financial year. The final Project through Lincoln College is still in due diligence process, due to be determined in May this year.

Please see Appendix A for a full list of projects active in 2019/20.

Skills Advisory Panel (SAP)

The new roles and responsibilities published by Government state that LEPs, through the function of their Skills Advisory Panel, will:

- produce a high quality skills analysis,
- act as co-ordinator of local skills providers,
- work with the National Careers Service and Careers Enterprise Company,
- raise the profile of apprenticeships with employers and providers,
- inform the roll-out of T Levels, sharing the skills analysis as widely and as transparently as possible to tackle skills challenges.

£75K has been provided by the Department for Education to embed skills analysis within the LEP team.

Career and Enterprise Company (CEC)

The [CEC](#) provides 50% of salary costs to the LEP to recruit an Enterprise Coordinator for every 20 schools the LEP will work with.

Enterprise Coordinators work with careers leaders within schools to understand the schools' progress towards meeting [Gatsby Benchmarks](#) 5 and 6. The Enterprise Coordinators then recruit volunteer business leaders to become Enterprise Advisers. The Enterprise Advisers sign up to work with a school for a year to help them develop or refine their careers strategies and action plan to ensure that it includes sufficient number of employer encounters and experiences of work. The Enterprise Advisers will make links with other businesses which can support the school with encounters and experiences.

By July 2019 (academic year targets) at least 20 mainstream secondary schools in Lincolnshire will have signed up to the programme by completing a Memorandum of Understanding, and at last 10 Enterprise Advisers will be match to schools. By August 2019 the LEP will have 3 Enterprise Coordinators, covering all 54 mainstream secondary schools, the UTC and FE Colleges.

An additional £50,000 is available to support the production of Labour Market Information that schools require, and to support the costs of the Enterprise Coordinators

KPIs for Enterprise Adviser Network by March 2020 are:

- 45 schools signed up to the network
- 35 schools in Lincolnshire matched to an Enterprise Adviser
- 50% of matched institutions fully achieve Gatsby Benchmark 5
- 50% of matched institutions fully achieve Gatsby Benchmark 6
- 50% reduction of matched institutions scoring in the 0-25% achievement category for Gatsby Benchmark 5
- A further 35% of matched institutions partially achieve Gatsby Benchmark 6
- 70% or higher, Enterprise Adviser satisfaction (Career and Enterprise Company annual survey)
- 70% or higher, School satisfaction (Career and Enterprise Company annual survey)

Performance Monitoring of the Programme

Current and Forecast Performance against Indicators							
Current	Forecast 2019/20	Current	Forecast 2019/20	Current	Forecast 2019/20	Current	Forecast 2019/20
Housing units completed		Jobs including apprenticeships		Area of new or improved learning space (m2)		New learners assisted	
445	49	550	169	836	2,500	1,208	299

3.1.2 Other Funding Programmes

LEP Funding

Growth Related Programmes

This includes:

Greater Lincolnshire Growth Fund:

This grant fund of £2.95million is aimed at both Small and Medium Enterprises (SMEs) and larger businesses within the Greater Lincolnshire area who can deliver against the wider ambitions of the Strategic Economic Plan and emerging Local Industrial Strategy. It provides grants to businesses for transformational projects focused on productivity and job creation. Grant investment ranges from £150,000 to an upper limit of £500,000. The fund is managed and delivered through the Business Lincolnshire website and full details on the funding criteria and state aid guidance can be found [here](#).

Progress

48 enquiries from the following sectors:

Manufacturing	21 enquiries	43.7%
Health & Care	7 enquiries	14.4%
Digital	6 enquiries	12.4%
Logistics	2 enquiry	4.1%
Carbon	1 enquiry	2%
Tourism	4 enquiry	9.2%
Undetermined at initial enquiry	5 enquiries	10.2%
Agri-food	1 enquiry	2%
Ineligible	1 enquiry	2%

All of these enquiries have been followed up but not all meet the LEP's strategic priorities for the Growth Fund.

Awarded	Date	Company	Project Commenced	Total Budget remaining	Jobs Created	Job S/G
£500,000	May 2018	Tong Engineering	April 2019	£2,425,000	26	13
£151,346	September 2018	SDG Access Ltd	December 2018	£2,273,654	23	2
£327,653	September 2018	Wolds Manufacturing Ltd	December 2018	£1,946,001	16	0
£218,806	October 2018	Wise Software	October 2018	£1,727,195	19	5
£298,072	March 2019	SBS Limited		£1,134,825	20	0

Invest and Grow (Growing Places Fund):

A rolling infrastructure loan fund designed to kick start stalled housing and commercial developments. Loans of between £500,000 and £2.5 million are available to unlock developments and enable the delivery of new jobs, commercial space and homes. (Projects outside this range may be considered if they deliver exceptional outputs or exceptional value for money.)

The fund aims to bring forward vital infrastructure projects, boosting the economy and creating jobs. Greater Lincolnshire LEP wants to make significant investments that fit with its [strategic priorities](#) and will help unlock economic growth. Projects funded to date include the refurbishment of The Lawn in uphill Lincoln, and enabling infrastructure at The Quadrant in Boston.

Invest and Grow is a rolling fund and can be applied for at any time.

[Click here to see projects funded by Invest & Grow.](#)

There is currently £3,170,208 of loan with applied interest (pending board agreement) remaining.

Feasibility Fund:

Helps to accelerate the delivery of new investment opportunities and significant economic activity across Greater Lincolnshire. The fund has awarded grants worth £376,500 to 11 projects to date. As of 12 April 2019 this is a rolling fund for short and short-medium term GLLEP pipeline projects. This means applicants can apply for funding at the right time for their project, rather than to meet specific deadlines. There is currently just over £175,000 available.

The total feasibility pot at the beginning of the financial year was £288,172. Within the year £31,566 was added to create a larger feasibility pot of 319,738. This was split into 2 distinct funds:

- Feasibility fund committed £215,714
- Feasibility fund commissioned £104,024

Overall, 9 contracts have been awarded to a value of £306,500. Within the year, one contract has withdrawn to a value of 50K and one project remains uncontracted for £20,000. Other projects have underspent against their agreed contractual values.

At as the 31st March 2019 the two funds have been realigned and now are:

- Feasibility fund committed £51,560
- Feasibility fund commissioned £169,879

Growth Hub:

The Business Lincolnshire Growth Hub provides a single access point for business support, bringing together both government offers and local offers, so businesses get what they need wherever they start their growth journey. The Growth Hub also brings together public and private sector support, for example the support offered by local authorities, universities, Chambers of Commerce, Federation of Small Business and enterprise agencies etc.

The role encompasses the business support needs of pre-start, start-up and growth potential businesses. The Board is also the business support arm of the Greater Lincolnshire Local Enterprise Partnership (LEP) and has a specific role to develop and inform LEP strategic plans with particular reference to business growth needs.

Businesses can contact the Growth Hub [Here](#)

Foundations of Productivity supported:

Places	Ideas (Innovation)	People (Skills)	Infrastructure	Business Environment
✓	✓	✓	✓	✓

Monitoring arrangements:

Bespoke monitoring arrangements are in place for all of the programmes above. Details are provided on the GLLEP [Local Assurance Framework](#), GLLEP Website or [Business Lincolnshire](#) website.

European Structural and Investment Fund (ESIF)

The [European Structural & Investment Fund \(ESIF\) Strategy](#) was written in line with the SEP to show how we would use ESIF funds to help grow Greater Lincolnshire's economy.

ESIF funds are made up of the European Regional Development Fund (ERDF), European Social Fund (ESF) and the European Agricultural Fund for Rural Development (EAFRD). LEADER funding is a bottom up approach to rural development and is part of EAFRD.

The ESIF Committee supports the delivery of the European funding allocation to deliver the GLLEP ESIF Strategy. The ESIF Committee is a sub-committee of the England Growth Programme Board (GPB). They support the GPB's role in considering overall Operational Programme performance by specifically looking at and advising on the local, on-the-ground implementation of it, via project calls, applications and ongoing implementation.

The Chair of the ESIF Sub-Area Committee is a Board Director on the GLLEP Board. Details of the ESIF Sub-Area Committee can be found [here](#).

European Regional Development Fund (ERDF)

The ERDF focuses on larger, more strategic schemes which are well co-ordinated and which give maximum impact against specific themes. However, smaller projects and peripherally linked themes may also qualify for funding through collaborative value added partnerships.

The six priority areas are:

- Priority Axis 1** Research and Innovation
- Priority Axis 2** Enhancing access to & use of Information, Communications & Technology (ICT)
- Priority Axis 3** Promoting SME Competitiveness
- Priority Axis 4** Supporting the shift towards a low carbon economy
- Priority Axis 5** Promoting Climate Change adaptation, risk prevention and management
- Priority Axis 6** Preserving and Protecting the Environment and promoting resource efficiency

Against each of the investment priorities set out above, each LEP area was given a notional allocation of funding and pro-rated output targets to meet. The allocations and targets contribute to national targets so local strategic impact is evidenced through the needs analysis as opposed to

capturing local outputs - something that we may want to consider in terms of future funding opportunities.

Under ERDF each region is given a category depending on GDP/head against the national average – Greater Lincolnshire is considered to be a transition region. This means that projects can get 60% grant rate against their total project costs (so for example the minimum grant rate for ERDF is usually £500,000. The total project cost would therefore be £833,333 with a match funding requirement of £333,333).

ERDF funding allocations (accounting for exchange rate fluctuations)

Investment Priority	Greater Lincolnshire's notional grant funding allocation
Priority Axis 1	£17,186,007
Priority Axis 2	£2,406,888
Priority Axis 3	£35,744,295
Priority Axis 4	£9,550,079
Priority Axis 5	£5,831,163
Priority Axis 6	£2,752,315
Total	£73,470,747

ERDF outputs to be achieved by Greater Lincolnshire

Priority Axis	Performance Framework Target for 2023	Output to be achieved
Priority Axis 1	C1 No of enterprises receiving support	487
Priority Axis 2	C1 No of enterprises receiving support	126
Priority Axis 3	C1 No of enterprises receiving support	3,129
Priority Axis 4	C1 No of enterprises receiving support	0
Priority Axis 4	C34 Estimated GHG reductions	4,193
Priority Axis 5	P6 Business & properties with reduced flood risk	550
Priority Axis 6	C23 Surface area of habitats supported in order to attain better conservation status	46

Outputs and results targets are set at the investment priority level under each Priority Axis which are to be achieved by the end of the programme period 2023. These are the targets that MHCLG report to the Commission on so they can assess performance; they are not the full range of outputs to be achieved by projects.

What have we achieved to date (December 2018)

The national team (MHCLG) set when call windows can open in each LEP area. The ESIF Committee can then decide which calls to open with and any particular local strategic focus that might be prioritised. This is based on the budget commitments, gaps in activity/local provision and outputs to be achieved.

There have been 7 calls announced in Greater Lincolnshire and to date we have committed the following funding against each priority axis area:

Investment Priority	ERDF commitments *	Examples of types of projects
Priority Axis 1	£12,121,518	Supporting an innovation centre in the agri-food sector, providing innovative ways for businesses to understand, share and use data to grow successful businesses.
Priority Axis 2	£2,078,349	Rolling out superfast broadband coverage for up to 97% of the county
Priority Axis 3	£30,429,030	Providing comprehensive business support provision to SMEs across Greater Lincolnshire
Priority Axis 4	£5,463,444	Boosting renewable energy use in SMEs, council and other public sector owned buildings
Priority Axis 5	£1,486,306	Supporting sea defence projects to protect Lincolnshire homes, businesses and land from future flooding
Priority Axis 6	£1,528,496	Developing biodiversity scheme that preserve and protect our natural environment
Total	£53,107,143	

*ERDF Commitments include projects that are contracted, at funding agreement stage or final appraisal stage. Figures are subject to slight fluctuations due to contract adjustments which MHCLG manage.

Below is a table to show the contracted outputs to be achieved by approved projects:

Priority Axis	Performance Framework Target for 2023	Output to be achieved	Contracted output to be achieved by projects (to Dec 18)
Priority Axis 1	C1 No of enterprises receiving support	487	536
Priority Axis 2	C1 No of enterprises receiving support	126	235
Priority Axis 3	C1 No of enterprises receiving support	3,129	2059
Priority Axis 4	C1 No of enterprises receiving support	0	569
Priority Axis 4	C34 Estimated GHG reductions	4,193	2,488
Priority Axis 5	P6 Business & properties with reduced flood risk	550	2,187
Priority Axis 6	C23 Surface area of habitats supported in order to attain better conservation status	46	0

What we are to achieve in 2019/20

The ESIF Committee announced calls for the following priority axes to take up remaining funds. Call figures are agreed with MHCLG as they agree what percentage of the overall budget allocation we can go to call with as there are retentions on overall performance budgets for each priority axis area.

Priority Axis	Uplift PA allocation	Nov 18 Call 7 value *
1	£17,186,007	£5,060,878
2	£2,406,888	£0
3	£35,744,295	£9,064,495
4	£9,550,079	£4,086,642
5	£5,831,163 (<i>£4,831,163</i>)	<i>£3,344,663</i>
6	£2,752,315 (<i>£3,752,315</i>)	<i>£2,023,815</i>
Total	£73,470,747	£23,580,493

*Call values were determined at certain commitment points so there will be a slight variance between the PA allocations and ERDF committed.

Please note that the figures in *italics* reflect a trade of funding with Greater Lincolnshire LEP and Stoke and Staffordshire LEP. Due to pipeline demand, we had more demand for projects under Priority 6 than Priority 5 so we swapped £1,000,000 ERDF to allow us to meet projected demand (Stoke and Staffordshire having more demand for PA 5).

Following the November 2018 call, the ESIF committee supported the following outline applications to come forward to full applications. These projects met ERDF national eligibility criteria as well as local strategic priorities and they contributed towards the output targets.

Priority Axis	No of successful outline applications	ERDF requested
1	2	£5,338,781
2	No call	n/a
3	3	£3,040,650
4	1	£4,086,642
5	0	0
6	1	£1,740,000

Technical assistance staff are working with each of the projects above to provide project development support. Full applications are due into MHCLG by 20th May 2019. Projects will undergo detailed appraisals, carried out by the national team, and then projects will be presented to the ESIF Committee to ensure local strategic fit and value for money.

Depending on whether the above projects are approved, any underspends from committed projects or financial changes will determine the remaining budget left to allocate and outputs to be achieved.

Impact of BREXIT

BREXIT means there is some uncertainty around when or whether there will be future calls to take up remaining funds. MHCLG have indicated that the LEP should prepare for a Spring/Summer call and technical assistance staff are preparing draft call documents in anticipation of this being agreed. Money from future funding sources for example UK Shared Prosperity Funding, will be critical to ensuring that projects, particularly around business support activity can continue without a break in the programme. Providing comprehensive business support and the infrastructure around this for our SMEs to innovate, grow and expand takes time to develop. Now the building blocks are in place, we want to ensure continuity and respond to SMEs needs, particularly in changing political times.

Total funds available: £73,470,747 (until 2023)

Key Outputs/Indicators:

- ✓ Number of enterprises receiving support
- ✓ Estimated greenhouse gas (GHG) reductions
- ✓ Business & properties with reduced flood risk
- ✓ Surface area of habitats supported in order to attain better conservation status

Foundations of Productivity supported:

Places	Ideas (Innovation)	People (Skills)	Infrastructure	Business Environment
✓	✓	✓	✓	✓

Monitoring arrangements:

Monitoring will be exercised through the ESIF Committee.

European Social Fund (ESF)

The European Social Fund is the strand of European funding that supports people into jobs and provides training, and better employment prospects, for those already in work.

The ESIF Committee also assists the European Agricultural Fund for Rural Development (EAFRD) Managing Authority by providing advice where those activities are relevant to EAFRD spend, which is part of the ESI Funds Growth Programme.

There was an original allocation to the Greater Lincolnshire area of £41,509,478. At the time a decision was made to allocate against an Opt in Programmes outlined below, with some resources being kept back for direct bid purposes.

- **Big Lottery: Building Better Opportunities:** three projects helping individuals furthest away from the labour market by removing barriers.
- **Department for Work and Pensions:** one project spanning Yorkshire, Humber and Lincolnshire, helping unemployed individuals back into work.
- **Education and Skills Funding Agency:** seven projects across Greater Lincolnshire providing skills and training to people both in work, and unemployed. This has been further augmented by another 3 projects through a new contracting round that has been recently completed. The LEP will work with the Education and Skills Funding Agency and ESF Delivery organisations to ensure that those ESF projects deliver training that is relevant and appropriate for the local area, through steering groups and management meetings.

Recently we had notification from the Managing Agent to say that due to exchange rate fluctuations, we now have a notional allocation of £47,556,159

Total funds available: £47.5m

Foundations of Productivity supported:

Places	Ideas (Innovation)	People (Skills)	Infrastructure	Business Environment
		✓		

Monitoring arrangements:

The ESIF Committee have a role to oversee strategic fit of delivery projects, but not the actual delivery of the programmes.

In relation to the ESFA opt-in programmes, the LEP Skills Officer is expected to report progress of projects to the ESIF Committee.

The European Agricultural Fund for Rural Development (EAFRD)

The European Agricultural Fund for Rural Development (EAFRD) aims to improve the competitiveness of agriculture and forestry, the environment and the countryside and the quality of life and management of economic activity in rural areas. The main focus areas are:

- Fostering innovation, cooperation and the development of the knowledge base in rural areas
- Facilitating the supply and use of renewable sources of energy, of by products, wastes, residues and other non-food raw material for the purpose of the bio economy
- Fostering local development in rural areas
- Enhancing accessibility to, use and quality of information and communication technologies (ICT) in rural areas.

The EAFRD programme is managed nationally by the Rural Payments Agency (RPA) but the European Structural and Investment Committee assess eligible projects that come forward to ensure they meet local priorities and provide good value for money. All of the administration is done by the RPA but in Greater Lincolnshire we have done joint workshops to promote EAFRD, LEADER and Growth Hub activity to businesses which has worked well in raising awareness of funds available to businesses in the local area.

Greater Lincolnshire was given a notional allocation of £8.7million EAFRD and this was initially split between a number of measures:

EAFRD Measure/Theme	EAFRD indicative allocation (£)
1.1 Skills for Business	900,000
2.1 Business Advice	200,000
6.2 Business Start-Up	100,000
7.3 Broadband	400,000
8.6 Forestry	382,192
16.3 Tourism Co-operation	400,000
16.4 Food Co-operation	400,000
4.2 Food Processing	3,000,000
6.4 Business Development	1,600,000
7.2 Renewables	200,000
7.5 Tourism Infrastructure	1,200,000
Total	8,782,192

There were issues of overlap between some of the measures with other ESIF programmes, particularly around broadband, business support and skills. Therefore the RPA only opened calls under Food processing, Tourism Infrastructure and Business Development. Greater Lincolnshire funding staff worked closely with the RPA so that businesses were clear on whether they should apply for LEADER or EAFRD Growth Programme funds, which the workshops helped to communicate. There were measures that we had hoped we could support our Agri-Food sector further, so for example more technical sector specific skills but only the 3 calls were announced under the EAFRD Growth Programme.

The **Food Processing Grant** was for food and drink businesses that process agricultural and horticultural products to encourage growth and create new jobs.

The **Tourism Infrastructure Grant** was for commercial and non-commercial projects to help fund the costs of capital expenditure on tourism infrastructure, with the aim to encourage more tourists to come, to stay longer and to spend more money in rural areas.

The **Business Development Grant** was for micro and small businesses including social enterprises in rural areas, and farmers diversifying into non-agricultural activities to grow and create more jobs through building improvements or new equipment.

EAFRD Funding Allocations

Total Allocation	Food Processing	Tourism Infrastructure	Business Development
£8,782,191	£4,144,197	£1,784,611	£2,853,383

What have we achieved to date (December 2018)

Total Committed	Food Processing	Tourism Infrastructure	Business Development
£3,631,746	£2,737,604	£139,068	£755,075

Key Outputs/Indicators:

- Number of businesses supported - 26
- No of FTE jobs created – 124

Foundations of Productivity supported:

Places	Ideas (Innovation)	People (Skills)	Infrastructure	Business Environment
	✓		✓	✓

Monitoring arrangements:

The EAFRD programme is managed nationally by the Rural Payments Agency (RPA) but the European Structural and Investment Committee assess eligible projects that come forward to ensure they meet local priorities and provide good value for money.

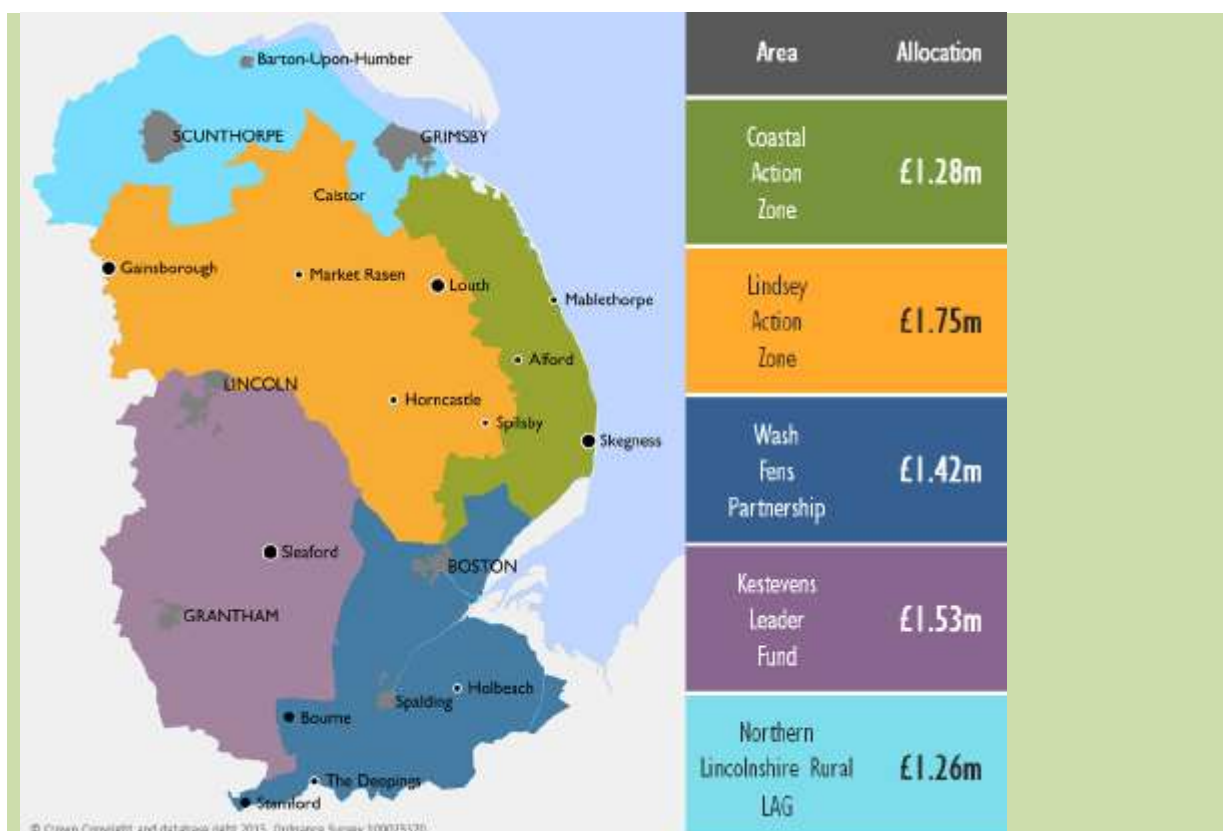
LEADER

The LEADER approach is part of the Rural Development Programme for England (RDPE) and is part funded by the European Agricultural Fund for Rural Development (EAFRD).

LEADER funding is for small rural businesses and communities, and is delivered through Local Action Groups (LAGs). There are 5 LAG areas in Greater Lincolnshire, covering the rural areas of the county:

- Lindsey Action Zone (LAZ)
- Coastal Action Zone (CAZ)
- Wash Fens (WF)
- Kestevens (KES)
- Northern Lincolnshire

The LAGs distribute grants to local businesses, farmers and community organisations to support activities that create jobs, develop and grow rural businesses and support growth in our local economy.



All funded projects must create jobs or economic growth and support one or more of the 6 national priorities for LEADER. These are:

- **Priority 1** – Support to increase farm productivity
- **Priority 2** – Support for micro and small businesses (non-agricultural) and farm diversification
- **Priority 3** – Support for rural tourism
- **Priority 4** – Provision of rural services
- **Priority 5** – Support for cultural and heritage activity
- **Priority 6** – Support for increasing forestry productivity

Each of the LEADER areas, covering large rural parts of Greater Lincolnshire, will need to ensure that this bottom up approach to funding directly complements what the Growth Programme EAFRD are targeted at. For example where there are clear areas of activity that overlap both funds like the support for business, LEADER will target the micro and small enterprises wanting smaller amounts of grant funding, whereas EAFRD will support larger projects and can also include medium sized enterprises.

For more information about LEADER please see the [European Structural & Investment Fund \(ESIF\) Strategy](#).

LEADER funding allocations by LAG

Each LAG was given a total allocation with amounts against the 6 priorities above. Each LAGs developed its own Local Development Strategy and Local Priorities to set out how they would invest LEADER funding to enhance the local economy.

LAG	Total Allocation	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	Priority 6	LDS
LAZ	£1,749,640	£232,475	£712,345	£384,921	£232,446	£104,978	£82,475	Lindsey Action Zone Local Development Strategy
CAZ	£1,281,120	£303,734	£427,748	£280,602	£179,356	£64,056	£25,622	Coastal Action Zone Local Development Strategy
KES	£1,530,216	£229,716	£612,000	£306,000	£153,000	£153,000	£76,500	Kestevens Local Development Strategy
WF	£1,419,840	£556,863	£400,000	£250,000	£141,986	£70,991	-	Wash Fens Local Development Strategy
North Lincs	TBC	TBC	TBC	TBC	TBC	TBC	TBC	North Lincs Local Development Strategy

LEADER outputs to be achieved by LAG

The three targets below were set when funding agreements were agreed and are to be achieved by the end of the programme. These are the targets used to assess LAG performance; they are not the full range of outputs to be achieved by projects. Further output information is available if required.

LAG	Projects Supported	FTE Jobs Created	Businesses Benefitting
LAZ	60	58.4	30
CAZ	46	43	29
KES			
WF			
North Lincs	TBC	TBC	TBC

What have we achieved to date (December 2018)

Each LAG had been operating an open call process in order to commit all funds before the deadline of March 2019. In order to ensure processing timescales could be met the open call was closed to new applications on 1st September 2018. A reallocation process by the Rural Payments Agency in August 2018 resulted in an uplift in total budget allocation for each LAG.

LAG	Total Allocation	Committed	Grants Requested & Approved by Priority					
			Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	Priority 6
LAZ	£1,860,360	£1,274,495	£592,294	£1,004,577	£223,009	£45,717	£398,964	£55,718
CAZ	£1,359,174	£425,272	£145,913	£309,416	£207,222	£72,947	£268,124	-
KES	£1,625,164							
WF	£1,501,540							
North Lincs	TBC	TBC	TBC	TBC	TBC	TBC	TBC	

The outputs achieved by each of the LAGs up to December are as follows:

LAG	Projects Supported	FTE Jobs Created	Businesses Benefitting
LAZ	50	51.11	42
CAZ	15	20.55	13
KES	25	35	34
WF	34	87	36
North Lincs	TBC	TBC	TBC

What we are to achieve in 2019/20

In early 2019, it was announced LAGs could apply to extend the deadline to commit all funding to 30th September 2019. The LAZ, CAZ and KES LAGs applied and were successful in obtaining an extension to the deadline. A call for new applications to try and commit funds has opened in the LAG areas until 30th April 2019. The WF LAG had committed their allocation following the successful processing and contracting of applications in March 2019 from the previous call.

Local Action Group	Remaining Allocation to Commit in 2019
Lindsey Action Zone	£585,865
Coastal Action Zone	£933,902
Kestevens	£979,592
Wash Fens	Fully Committed
Northern Lincolnshire	TBC

The remaining output targets to be achieved by each LAG are as follows:

LAG	Projects Supported	FTE Jobs Created	Businesses Benefitting
LAZ	10	7.29	-
CAZ	31	22.45	16
KES	32	12	6
WF	-	-	-
North Lincs	TBC	TBC	TBC

Foundations of Productivity supported:

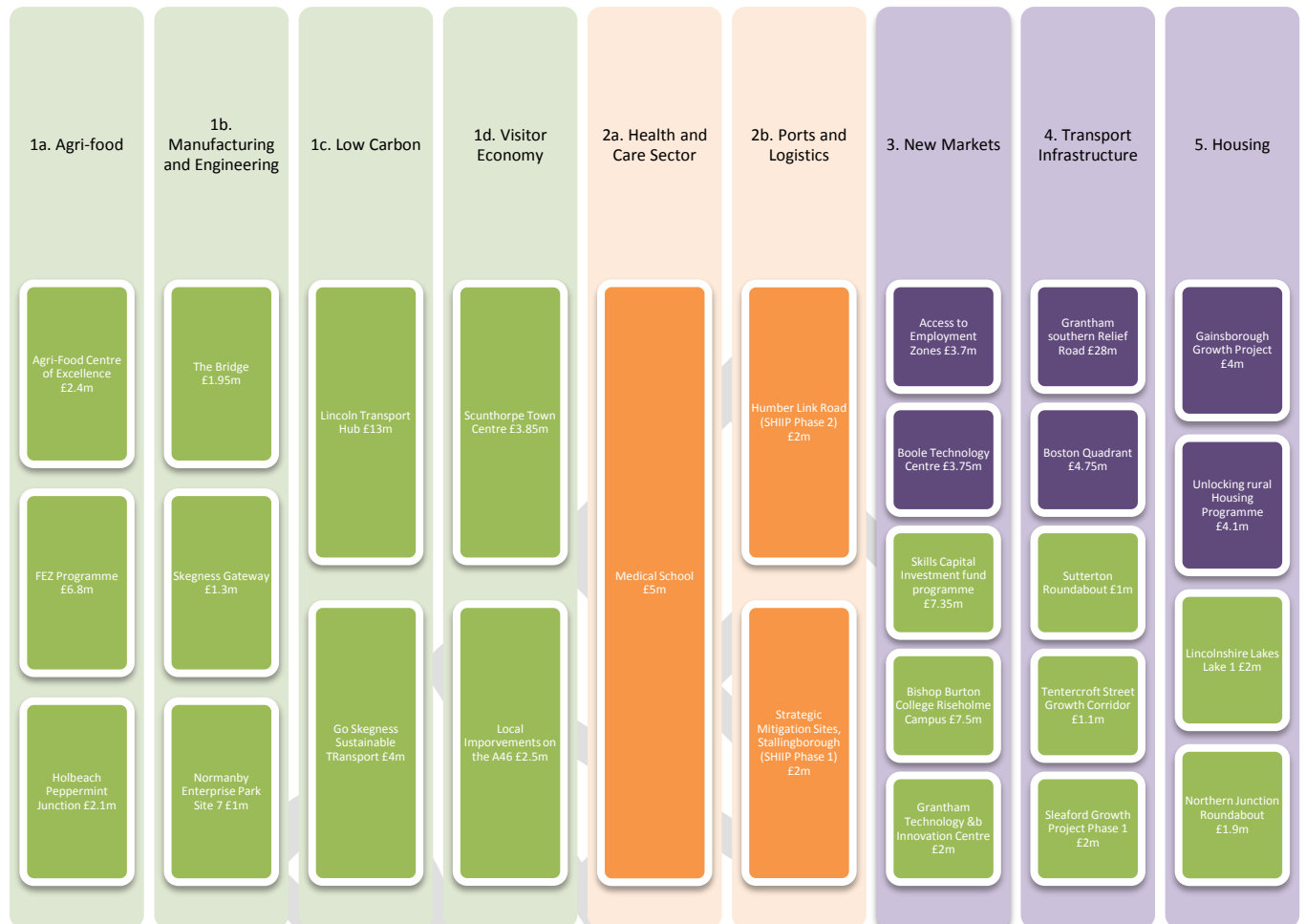
Places	Ideas (Innovation)	People (Skills)	Infrastructure	Business Environment
	✓		✓	✓

Monitoring arrangements:

The ESIF Sub-Committee receive presentations on LEADER funding so that they can see how the programmes can be developed to complement and not duplicate activity.

DRAFT

3.2. Examples of allocated projects by SEP priority sector or theme



3.3 Key actions for 2019/20

DELIVERY: Key actions for 2019/20	
<p>Programme and Project Delivery Improvement Plan: LEP and Accountable Body to agree and implement an improvement plan with the Cities and Local Growth Unit by 31 March 2019. The plan includes actions and targets relating to levels of commitments, expenditure and outputs.</p> <p>LEP and Accountable Body to meet with Cities and Local Growth Unit to review progress against the improvement plan, informed by the quarterly data returns, in May 2019 (Quarter 4), August 2019 (Quarter 1) and October 2019 (Quarter 2)*</p>	<p>31 March 2019 - Completed</p> <p>Quarterly</p>
<p>Programme and Risk Management: as part of the improvement plan, the LEP and Accountable Body will regularly update Cities and Local Growth Unit on the development and implementation of the enhanced programme and risk management procedures.*</p>	<p>Ongoing</p>
<p>Project Pipeline: LEP to confirm revised project pipeline following approval by the LEP Board by 31 March 2019.*</p> <p>Use of feasibility fund to bring forward pipeline projects to be explored</p>	<p>Completed</p> <p>Completed</p>
<p>Communications and Branding: The LEP has made good progress in demonstrating compliance with the Government’s guidance. The LEP will ensure it and its project sponsors continue to adhere to all requirements and provide pictorial evidence of compliance with branding.*</p>	<p>Ongoing – monthly publicity returns produced.</p>

* Action referenced in Annual Review letter.

4. Governance

4.1 Our commitment to transparency and accountability

STATEMENT (LEP Chair and CEO)

Starting from a good position; the Greater Lincolnshire LEP has sought to further strengthen its governance and transparency over the last 12 months. It has taken steps to build on its track record and reputation for good governance. Policies that we have introduced have reinforced a determination to be 'excellent' as far as governance and transparency are concerned. The policies, introduced and implemented this year are an Equality & Diversity Statement, a comprehensive Complaints Procedure, a Code of Conduct for board directors, a Confidential Reporting procedure, and appointment of Directors and Chair and Vice Chair procedure.

Lincolnshire County Council successfully act as our Accountable Body and as such retain overall legal accountability for the Greater Lincolnshire LEP investment programme, supported by the Chief Finance Officer (S151 officer).

The LEP operates a strict Code of Conduct for LEP Board Directors and Declarations of Interest are updated regularly. GLLEP has already adopted the Nolan Principles of Public Life as the basis of its Code of Conduct and continually looks to enhance and improve its existing policies. We have responded to advice and guidance from the National Audit Office, LEP Peer reviews and external audits to ensure we remain open and transparent.

To help with this we have updated our website to allow both internal and external stakeholders to easily gain access to a variety of information sources and policies. We publish all papers of a non-confidential nature to demonstrate that our discussions and decisions are fair and commensurate with the work we do.

As the role of LEPs has developed so has the need for us to continue to raise our standards and be consistent in our approach to support all our stakeholders. The National Assurance Framework set out what government expected LEPs to cover in their local assurance frameworks. Having undertaken this review it was clear that we aligned strongly with the published requirements.

This led to a successful sign off by our Section 151 officers to confirm with the DCLG Accounting officer that our framework was being implemented to these new standards.

Ursula Lidbetter
LEP Chair

Ruth Carver
LEP Director

The [Greater Lincolnshire LEP Local Assurance Framework](#) details how the LEP and its Accountable Body are working with Government to provide assurances and transparency in developing robust value for money projects and programmes, in making decisions, and in spending government funds.

This assurance framework details how the Greater Lincolnshire Local Enterprise Partnership (GLLEP) complies with the requirements of the:

- National Assurance Framework
- Non-Executive Director Review into LEP Governance and Transparency (the Mary Ney Review)
- LEP Governance and Transparency Best Practice Guidance
- Strengthened Local Enterprise Partnerships

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

Directors' Board papers, agendas and minutes are published on the GLLEP website. A forward plan for the GLLEP Board and Investment Board is made available with the board papers and is updated for each meeting. The latest papers can be found [here](#).

4.2 Ensuring our Governance is fit for the future

In order to ensure compliance with the national requirements, the LEP commissioned an independent review to identify any further improvements which could be made to our Local Assurance Framework. The LEP has asked the auditors to repeat the exercise in May 2019 and will ask the Section 151 officer to issue a follow-up letter of assurance to the LEP Board based on the findings of that second independent review.

A number of additional actions were highlighted during the annual performance review, which will be implemented during 2019/20.

4.3 Key actions for 2019/20

GOVERNANCE: Key actions for 2019/20	
<p>Evolve the LEP, its sub-groups and our governance arrangements in line with national good practice, including:</p> <ul style="list-style-type: none"> • Refresh the Employment and Skills Board that incorporates the Skills Advisory Panel function, in line with national guidance • Health and Care Board to be constituted • LEP energy lead and informal energy panel to be constituted • Training in NAF and LAF for Board Directors • National (with LEP network) and local inductions for Board Directors 	<p>1st April 2019</p> <p>Oct 2019 Summer 2019 May 2019 July 2019 Autumn 2019</p>
External governance review in 2019*	2019 (date TBC)
Continue to demonstrate effective succession planning and maintain current work to drive increases in diversity, to ensure that any gaps in directors and members are minimised. *	Ongoing
<p>Local Assurance Framework: LEP Board to approve a revised Local Assurance Framework by 31 March 2019, including a clear statement on legal personality, independent secretariat and scrutiny arrangements, that meet the expectations of the LEP Review and comply with the revised National Local Growth Assurance Framework.*</p>	Completed, approved and published 31 March 2019
Publication of annual financial statement and report	Summer 2019

* Action referenced in Annual Review letter.

APPENDICES

Appendix A: Full list of LGF funded projects 2019/20

Project	Theme/Sector	Project Status	Total LGF project funding	Spend to date	Remaining spend	Forecast completion date
Grantham Southern Relief Road	Transport	Ongoing	£28,000,000.00	13,809,281	14,190,719	31/3/2021
Boole Technology centre	Business & Innovation	Works Completed – monitoring outputs	£3,375,000	3,375,000	0	31/3/2017
Tentercroft Street Growth Corridor	Transport	Works Completed – monitoring outputs	£1,099,745	1,099,745	0	28/2/2017
Boston Quadrant Infrastructure Programme	Transport	Ongoing	£4,750,000.00	4,512,500	237,500	31/12/2019
Unlocking Rural Housing Programme	Housing	Ongoing	£4,115,400.00	3,628,706	486,694	Various but all by 31 March 2021
Bishop Burton College Lincolnshire Showground Riseholme Campus	Skills	Works Completed – monitoring outputs	£7,500,000.00	7,500,000	0	18/11/2016
Lincoln Transport Hub	Transport	Works Completed – monitoring outputs	£2,000,000.00	2,000,000	0	31/01/2017
Go Skegness Sustainable Transport	Transport	Ongoing	£4,000,000.00	4,000,000	0	30/6/2019
Access to Employment Zones Phase 1	Other	Ongoing	£1,893,516.00	301,944	1,591,572	15/1/2020
Normanby Enterprise Park	Other	Ongoing	£982,867.00	294,159	688,708	28/2/2020
Northern Roundabout Junction	Other	Contracting Stage	£1,900,000.00	0	1,900,000	31/8/2020
South Humber Infrastructure Investment Programme (SHIIP) Phase 1	Transport	Ongoing	£2,000,000.00	2,000,000	0	31/12/2020
Lincolnshire Lakes Lake 1	Housing	Ongoing	£2,000,000.00	1,800,000	200,000	31/3/2021
Agri-Food Centre of Excellence	Other	Ongoing	£2,400,000.00	600,000	1,800,000	21/9/2020

Annual Delivery Plan 2019-20

Holbeach Peppermint Junction	Transport	Works Completed – monitoring outputs	£1,908,715.00	1,853,585	55,130	31/12/2018
Scunthorpe Town Centre	Regeneration	Ongoing	£3,850,000.00	3,465,000	385,000	30/09/2020
A46-A15	Transport	Provisional Allocation	£2,500,000.00	0	2,500,000	31/03/2021
Sleaford Growth Project	Transport	Provisional Allocation	£2,000,000.00	0	2,000,000	31/03/2021
Sutterton Roundabout	Transport	Works Completed – monitoring outputs	£750,864.00	750,864	0	28/7/2016
Grantham Technology and innovation Centre	Innovation	Ongoing	£2,000,000.00	1,800,000	200,000	30/09/2019
Gainsborough Growth Project Phase 1	Regeneration	Ongoing	£1,601,000.00	1,440,000	161,000	31/8/2020
Skills Capital Investment Fund	Skills	Ongoing	£7,340,000.00	7,340,000	161,000	31/3/2021
GL Centre of Medical Science (Lincoln Medical School)	Health and Wellbeing	Provisional Allocation	£5,000,000.00	0	5,00,000	28/02/2021
Advanced Engineering R and D Centre (The Bridge)	Innovation	Provisional Allocation	£1,950,000.00	0	1,950,000	31/3/2021
Holbeach Food Enterprise Zone	Other	Ongoing	£2,985,000.00	2,985,000	0	31/1/2021
Hemswell Food Enterprise Zone	Other	Ongoing	£2,000,000.00	129,906	1,870,094	30/9/2020
Europarc Food Enterprise Zone	Other	Ongoing	£1,800,000.00	33,641	1,766,359	31/7/2020
Skegness Gateway Project Phase 1	Regeneration	Contracting Stage	£1,279,000.00	0	1,279,000	31/5/2020
Access to Employment Zones Phase 2	Other	Contracting Stage	£1,802,109.00	0	1,802,109	30/6/2020
South Humber Infrastructure Investment Programme (SHIP) Phase 2	Other	Ongoing	£2,000,000.00	1,024,587	975,413	31/5/2020
Gainsborough Growth phase 2	Other	Provisional Allocation	£2,399,000.00	0	2,399,000	31/3/2021
SLGF Balance (Pipeline project/Due diligence costs)	Various	Allocation	3,465,422	23,215	3,442,207	31/03/2021

Appendix B: Useful Documents

Department for Education (2018). *Skills Advisory Panels: Guidance on the Role and Governance*. Available at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/762629/Skills_Advisory_Panels-Guidance_on_the_Role_and_Governance.pdf (Accessed May 2019)

Gatsby Charitable Foundation (2014). *Good Career Guidance*. Available at: <https://www.goodcareerguidance.org.uk/assets/file?filePath=/the-benchmarks/gatsby-sir-john-holman-good-career-guidance-2014.pdf> (Accessed May 2019)

Greater Lincolnshire Local Enterprise Partnership (2014). *Greater Lincolnshire LEP Structural and investment Funds Strategy 2014 – 2020 (April 2016 Refresh)*. Available at:

<https://www.greaterlincolnshirelep.co.uk/documents/eu-sif-structural-investment-fund/> (Accessed May 2019)

Greater Lincolnshire Local Enterprise Partnership (2014). *Strategic Economic Plan 2014 – 2030*. Available at:

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https://www.greaterlincolnshirelep.co.uk/assets/documents/Local_Growth_Assurance_Framework_%28April_2019%29.pdf (Accessed May 2019)

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https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/730048/industrial-strategy-white-paper-web-ready-a4-version.pdf (Accessed May 2019)

HM Government (2016). *Midlands Engine Strategy*. Available at:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/598295/Midlands_Engine_Strategy.pdf (Accessed May 2019)

HM Government (2016). *Northern Powerhouse Strategy*. Available at:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/571562/NPH_strategy_web.pdf (Accessed May 2019)

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Midland Connect (2018). *Our Routes to Growth*. Available at: https://www.midlandsconnect.uk/media/1204/midlands-connect-ar-v18_final_web.pdf (Accessed May 2019)

Ministry of Housing, Communities and Local Government (2018). *Strengthened Local Enterprise Partnerships*. Available at: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/728058/Strengthened_Local_Enterprise_Partnerships.pdf (Accessed May 2019)

Transport for the East Midlands and Midlands Connect. *A Shared Vision for the East Midlands*. Available at: <https://www.midlandsconnect.uk/media/1205/east-midlands-brochure-digital-version.pdf> (Accessed May 2019)

Useful Websites

[Business Lincolnshire](#)

[Greater Lincolnshire Local Enterprise Partnership](#)

[HM Government](#)

[Midlands Connect](#)

[Midlands Engine](#)

[Northern Powerhouse](#)

[Promote Lincolnshire](#)

24 May 2019

Paper 6 - ESIF Update Report

1. PAPER FOR INFORMATION

1.1 This paper is to update Investment Board on progress being made across the ESIF programme.

2. ERDF

2.1 Our last call for outline applications to come forward to take up remaining funds closed on 23rd November 2018. The following projects have been asked to come to full application by 20th May 2019. These projects include:

Project Name	Applicant	ERDF requested
Advanced Engineering R&D Centre 'The Bridge'	University of Lincoln	£3.702m
Growing a Greener Business	Lincoln BIG	£0.533m
Lincoln Grow-on-Space	Lincoln Science & Innovation Park Ltd	£1.578m
Midlands Engine Export Grant Scheme	Department for International Trade	£0.900m
SMART Lincs	University of Lincoln	£4.086m
Growing Environmental Resilience	City of Lincoln Council	£1.740m
		£12.539m

2.2 MHCLG has not confirmed dates, but it is expected that there will be a further local call to be announced in the summer. This will be the last opportunity to commit funds in the Greater Lincolnshire area. Depending on the above, it is likely that there will still be funds to allocate under Priority Axis 2 ICT for further digital business support activity; Priority Axis 3 SME Competitiveness to meet any final gaps in business support provision and Priority Axis 5 Promoting climate change adaptation, risk prevention and management. Priority Axis 5 has proved to be a difficult area to meet ERDF eligibility criteria with the activity we want to bring forward locally through investment in flood and coastal flooding management. Technical assistance staff and the specialist officer at MHCLG are looking at hosting a workshop to help bring forward eligible, locally strategic projects before the next call is announced.

3. EAFRD

3.1 There continues to be local demand for grant funding support for rural development schemes but this is a nationally led programme where the final call closed on 23rd May 2018 with no further calls being announced by DEFRA.

4. LEADER

- 4.1 There are 5 LEADER areas that cover most rural parts of Greater Lincolnshire which includes Northern Lincolnshire Local Action Group. Lincolnshire County Council is accountable body for the Wash Fens, Coastal, Lindsey and Kesteven's Local Action Zone areas. Funding has been fully committed in the Wash Fens area and a final call has been announced (expressions of interest to be submitted by end of April 2019) to commit remaining funds in the other three Lincolnshire LEADER areas.

5. ESF

- 5.1 The ESIF Committee are at present looking at the issue of unallocated resources, and have a number of on-going discussions with organisations regarding possible activity in p1.4 (social inclusion). A direct call for bids has been scheduled for June/July 2019, and will seek proposals around the call criteria.
- 5.2 All other priorities can be extended through contract extensions with the ESFA and National Lottery Communities Fund (formerly Big Lottery Fund).

Paper 7

Energy

1 Introduction

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

This paper adds further information and actions outlining the Greater Lincolnshire area vision, with the establishment of an energy lead on the board to champion these ambitions, backed up by an energy expert panel to provide the relevant focus needed.

Fundamental to the proposed energy transformation for Greater Lincolnshire, will be the need to underpin any future delivery proposals, to show they are:

- **Backed by sound and credible local evidence base**
- **Technically fit for purpose**
- **Unlock innovation at scale**
- **Enable best value for business/customers**
- **Are adaptable to ongoing change**

To maintain a lead for the Greater Lincolnshire LEP on energy, there will need to be a very clear association between investment, utilities, housing, water and waste, through a whole-system approach of delivery. This will provide the Greater Lincolnshire LEP with an ability to provide a steer on the transformation of a future power system architecture, which has a local and real impact.

As the Energy Strategy is a high level strategic document, it is important to articulate more detailed delivery steps with the identification of engagement from relevant stakeholders.

This is where the proposed Draft Greater Lincolnshire Energy Prospectus and Action Plan will allow a better identification of investment themes that closely align with the Strategic Economic Plan, and emerging Local Industrial Strategy work.

1.2 Important Considerations for our Energy Future

The Greater Lincolnshire Energy Strategy aims to put forward, in an accessible way, the way in which we will need to act, in order that we can be pro-active in the transformation of energy for the future.

The steps can be summarised along the following lines:

1. **Gaining our Greater Lincolnshire energy evidence base** - being the curator of ideas and information, including the linking and developing of research & innovation
2. **Improving our 'Energy IQ' for all** - including promoting the business leadership position on energy for Greater Lincolnshire
3. **Being the convener of whole-system energy activity for the Greater Lincolnshire area** - in terms of the projects that will lead to an energy transformation

Paper 7

Energy

1.3 Draft Greater Lincolnshire Energy Prospectus and Action Plan

The emerging draft documents are aimed at outlining the direction of travel for the energy transformation for Greater Lincolnshire, which is easily understandable to 'non-technical' experts, and has practical actions linking back to the energy strategy vision and ambitions.

2 Background

2.1. Context

The enabling framework of the Greater Lincolnshire approach is based on the following statements:

- Whole systems is the approach to a sustainable delivery model for Greater Lincolnshire.
- Place is vital, in building the energy transformation context for both People and the Outcomes.
- Starting with a future generation focus, to maintain a meaningful energy transformational context to short and medium term delivery.
- Stakeholder Engagement is the only way to deliver this.
- Align an energy prospectus and stakeholder evidenced outcomes, with Energy as a societal pillar.
- Demand Curves define where we are starting from, and where we are headed.
- Business Case logic releases action, both from an operational and investment perspective.
- Business Cases help set short and medium-term goals, and long-term outcomes.

By developing an Enabling Frameworks approach we can deliver a structured, robust analysis process to unlock the following ambitions:

- Creating the right environment is key to delivering the Greater Lincolnshire LEP vision, aims and ambitions.
- The Energy Prospectus will start to build this environment that takes account of multiple aspects (Policy, Legislation, Commercial, Technical, Societal, etc) and "touch points" (the interfaces between different forms of Energy - Gas, Electricity, Heat, Transport etc) that form the Energy eco-system.
- The Enabling Framework is a structured process to deliver this environment that takes account of Market Structures - Commercial and Technical constraints and opportunities - Societal Needs and Acceptance parameters.
- Explain the methodology that can be used to empower stakeholders in the Greater Lincolnshire LEP energy domain to be drivers of requirements, solutions and priorities.
- Identify the need for consideration of the "touch points" to other key sectors and segments in the deployment of single projects, eg, electricity, gas, water, waste, digital, transport, etc.
- Utilise the national regional and local energy solutions to maximise the benefits for the locality.
- Develop the idea of the LEP in conjunction with the local authorities being the facilitator or convenor of whole system deployment.
- This will provide a consistent message to all stakeholders and will encourage greater engagement for the local good.
- Delivering leadership is key to delivering investment certainty.

Paper 7

Energy

2.1 Intended Outcomes

This whole system thinking and approach is an approach to understand:

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

2.2 Grand Challenges

The report outlines the following grand challenges that Greater Lincolnshire will face into the future, and how these will interface with the energy questions that will inevitably be raised, namely around:

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

3 **Next Steps**

3.1 The following activities are outlined as the first steps to creating this Greater Lincolnshire Transformational Energy Movement. These steps are still draft at the present time and will be subject to further refinement during June 2019, based on the comments of this Board, and others.

3.2 Creating the right environment

The ability to make the case for energy is vitally important, as it is not well sighted by large swathes of business at the present time. The following activities are aiming to provide a baseline input, providing the right steerage of the energy vision:

- Delivery of Local Industrial Strategy Evidence Base research and strategic development - March to October 2019
- Appointment of the Greater Lincolnshire LEP Board Energy Lead - June 2019
- Appointment of the Energy Expert Panel to support the Energy Lead on the LEP Board - July 2019
- Engagement of Industry/Professional Bodies to provide external specialist input into the Energy Board- October 2019 onwards

3.3 Making Energy part of the Greater Lincolnshire area's business DNA

Supporting businesses in Greater Lincolnshire on energy issues is not to be underestimated, so the following activities are proposed to make this engagement much more meaningful and targeted to business needs:

- Briefing of Growth Hub Advisors on energy issues and the strategy and prospectus, so they are able to advise businesses accordingly- June 2019
- Targeted Business Energy Events Run - September 2019 onwards
- Informative Energy webpages on Business Lincolnshire Website developed, which provide current thinking, and support available to them - September 2019

3.4 Greater Lincolnshire LEP Stakeholder Events:

There is a need to provide a number of high level events across the whole of the Greater Lincolnshire, looking at the important strategic needs of the area and informing vital stakeholders of both the 'ask', and input needed off them.

Paper 7

Energy

Outlined events include:

- Stakeholder Business Plan Event to look at how we develop a robust business case for energy provision within Greater Lincolnshire - October 2019
- Technology Roadshow Event, highlighting energy technologies that are available to business - January 2020
- SME Energy Efficiency Event looking at the future business benefits to be gained- April 2020

3.5 Setting information base for Greater Lincolnshire

The importance of having a robust evidence base, to back up energy assertions within the Greater Lincolnshire area, will need the following activities to be put in place, namely:

- Energy Demand Curve Methodology Commission for Greater Lincolnshire- May 2019
- Strategic links into Midlands Energy Hub Commissions and initiatives - April 2019
- Working with open data sources, and enriching the information with local data input where applicable - June 2019
- Setting the technology and innovation agenda needed for energy transformation in Greater Lincolnshire - from October 2020

3.6 Igniting Action within Greater Lincolnshire

There are also some initial activities, that will be important to kick start the energy delivery, including:

- Supporting the SMARTLincs ERDF bid, being developed by Lincoln University, through to successful full application - November 2019
- Supporting the production of the utility report for Grantham Southern Gateway, being proposed by developers in Grantham - May - October 2019

4 Immediate Actions

4.1 Where will we need to be active in the medium term?

- Delivering a strong Energy Lead within the LEP Board, to steer the agenda
- Engaging a panel of external expert advisors, with relevant HE and Professional Body input

In Appendix A, there is a draft terms of reference for an emerging panel of energy expert panel, which has been developed as a starting point for engagement.

Further work will be around how the emerging knowledge and focus can be disseminated to:

- Supporting a cohort of Energy Champions, through existing committees, groups and boards within Greater Lincolnshire

5 Items for Discussion

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

- If the approach fits with the Board's thinking on the subject of energy
- How a LEP Board Lead is identified, to take on the energy agenda
- Does the terms of reference for the energy expert panel provide an adequate baseline for future external engagement

Paper 7.1

Draft Scope of the Energy Expert Panel

1 CONTEXT

- 1.1 Greater Lincolnshire LEP recognises that it is necessary to provide affordable and reliable energy for their area, whilst also promoting economic growth, and is committed to providing this through a whole-system and clean energy approach.

Acknowledging that while important progress has been made in cost reduction and deployment of clean energy technologies at a national level, the pace of innovation and the scale of UK economy-wide energy transformation and adoption, remains significantly short of what is needed.

Recognising through prior research carried out in Greater Lincolnshire that energy will be a vital theme, the energy requirements and how they are deployed will be unique to Greater Lincolnshire, but still need to reflect national/regional priorities, as we will be sharing the common goal to accelerate the pace of clean energy innovation now underway.

Previous research concentrating on the Greater Lincolnshire area has included:

- Cornwall Insight (2018) Greater Lincolnshire LEP: Mapping analysis report.
- Atkins (2017) Future Proofing Utilities in Greater Lincolnshire.
- Greater Lincolnshire LEP (2018) Better Utilities: Greater Prosperity, Greater Lincolnshire.
- Martin Osborne & WSP UK Ltd. (2018) GLLEP Utilities in Lincolnshire.
- Greater Lincolnshire LEP (2019) An Energy Strategy for Greater Lincolnshire .

Further Review of Position and Way Forward documentation includes:

- Sustainable Direction (2018) Future of Energy and Water for Greater Lincolnshire.
- Metro Dynamics (2018) Greater Lincolnshire Energy Sector Analysis.
- Lincolnshire County Council (2018) Lincolnshire Connected.
- North Lincolnshire Local Plan (including Minerals & Waste).
- North Lincolnshire Local Development Framework (Core Strategy, Housing & Employment Land Allocations DPD and Lincolnshire Lakes Area Action Plan).

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

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

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

Paper 7.1

Draft Scope of the Energy Expert Panel

2 Activity

2.1. That the Energy Expert Panel set forth the following Enabling Framework, for the transformation of energy in Greater Lincolnshire ('Enabling Framework').

2.2 MISSION STATEMENT

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

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

2.3 ACTIONS

Information Sharing

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

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

Innovation Analysis and Future Trajectory

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

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

Joint Research and Capacity Building

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

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

Business and Investor Engagement

Interested Members intend to pursue opportunities to identify and engage prospective businesses and investors to:

- Exchange information, and actively build relationships.
- Improve mutual understanding of perspectives and priorities regarding whole-system and clean energy innovation needs, and opportunities for Greater Lincolnshire.

Paper 7.1

Draft Scope of the Energy Expert Panel

- Attract and encourage investment in emerging technologies, to expand and enhance the innovation pipeline.
- Accelerate the realisation of benefits to the Greater Lincolnshire, from the most promising ideas.

2.4 ORGANIZATION AND PROCESSES

Members will consist of qualified individuals in the energy field, and national/regional economic integration organisations, which meet the following criteria:

- Endorse this Enabling Framework proposed for Greater Lincolnshire.
- Document whole-system and clean energy research and development baselines.
- Able to actively show how they are advocates to the issues that Greater Lincolnshire faces.
- Could represent the Greater Lincolnshire LEP on relevant national for energy, and have the ability to signpost relevant case studies, as to what has worked elsewhere.
- Evidence efforts, activities, and capacity to help accelerate whole-system and clean energy innovation, which contribute to Greater Lincolnshire's overall energy transformation efforts.

Determinations impacting changes to this Enabling Framework, additions of new Members, statements issued on behalf of all Members, and other recommendations by the panel, should occur on a non-objection basis following an opportunity for input from all Members, and agreement from the LEP Board Energy Lead and whole Greater Lincolnshire LEP Board.

Given the voluntary, bottom-up nature of the energy expert panel, many collaborative efforts that develop organically over time may proceed with the approval by all Members, LEP Energy Board Lead, with the endorsement by the Greater Lincolnshire LEP Board.

Energy Expert Panels role

The Energy Expert Panel, comprised of an efficient number of diverse members, is to be created to provide high level strategic guidance to:

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

A Secretariat is to consist of a small, flexible team with an initial focus on carrying out core administrative functions (e.g., logistics support for meetings and calls; gathering, sharing, and posting information).

The need for additional support functions will be considered as the Energy Expert Panel work programme develops.

Paper 8 - Creative Lincoln Shire

1 Introduction

1.1 Creative Lincoln Shire Project (CLSP) is a research and development programme to support the growth of the creative economy across the Greater Lincolnshire Local Enterprise Partnership area, including the County of Lincolnshire and unitary authorities of North East Lincolnshire and North Lincolnshire. The project is led by the Centre for Culture and Creativity at Lincoln University, together with local and regional partners, including Lincoln City Council, Greater Lincolnshire LEP, Lincolnshire County Council, Arts Council England, Lincolnshire Economic Action Partnership and Investors in Lincoln.

The University of Lincoln and partners commissioned consultants Tom Fleming Creative Consultancy and We Made That to undertake a programme of research and development, producing detailed plans to guide the partners in acting to stimulating growth. The aim of the work is to:

- Provide a baseline position on the cultural and creative industries in Lincolnshire and assess key opportunities for growth. This includes a focus on boosting GDP through sector development and generating positive spill-over effects to other priority sectors and agendas (eg, tourism, inward investment and place-making).
- Identify the key priorities for sector investment and support. This includes the priority investment of a new creative hub in Lincoln and a set of support, networking and hub interventions across the County.
- Support partners in shaping a new plan for the cultural and creative industries in Lincolnshire which supports inclusive growth, connects the diverse geography of the County, and helps other sectors to innovate.

This paper sets out an overview of key findings and recommendations of this work, with two priorities for investment.

2 Why the Cultural and Creative Industries matter

2.1. As the Government's Sector deal for the Creative Industries acknowledges, cultural and creative industries are very important to our economic future. They have growth twice as fast as other sectors since 2011 and now account for more than 5% of the UK economy's GVA. They are worth over £100 billion to the UK economy and employ two million people. This is 6% of UK employment, showing 28.6% growth since 2011.

This growth has partly been driven by activities related to digital and technology (eg, video games, film and television). Yet growth has also been characterised by increasing interdependencies and value -chain relationships between different types of creative and cultural activities, including those traditionally "subsidised" sectors such as visual and performing arts. There have been related positive trends in fashion, arts, music, performing, visual arts, literature and publishing; collectively contributing to a creative economy that has art and culture at its core.

Paper 8 - Creative Lincoln Shire

UK Labour Market projections illustrate that this buoyant trajectory is likely to continue and that creative occupations will grow by over 5.3% over the next six years. This is double the projected job growth across the national economy and represents an additional 119,495 creative jobs by 2024.

With targeted investment, Nesta and the Creative Industries Council¹ forecast that over 1 million new creative jobs could be created by 2030. These will help drive innovation and bring wider benefits for those places that see the most growth.

The recent **Cultural Cities Enquiry**² highlights how culture delivers a growing part of the UK's economic output - now valued at £10.9 billion a year, growth of 57% since 2010. At the same time though, public investment in culture is falling - down 11% in the 4 years from 2011/12 to 2016/17, driven largely by a 19% fall in local authority funding which is the mainstay of cultural investment in the UK.

Several LEPs across the country are championing the cultural and creative industries as a priority for growth and competitiveness. This includes OXLEP (which has developed an investment plan for the sector and is aligning approaches to the creative industries with housing-led growth, smart tourism and technology); SELEP (which has developed a creative economy portfolio and investment plan); New Anglia LEP and Lancashire LEP (which have developed cultural strategies and investment plans); and D2N2 (which has a Creative and Digital Sector Action Plan serviced by an Action Group).

3 The Cultural and Creative Industries in Lincolnshire

3.1 Lincolnshire has emergent, but undeveloped, cultural and creative industries.

The County has not significantly benefitted from the very high growth of the creative industries nationally and internationally and lacks the hubs and associated agglomeration effects seen elsewhere. The quality of place, access to talent (via the University of Lincoln and wider education sector), relatively low cost of living, and strong local culture, all point to the **potential of establishing a high growth and high value creative economy:**

- The Cultural and Creative Industries in Lincolnshire presents a nascent and fast-growing sector of the economy. It currently accounts for 2.4% of all employment across the Greater Lincolnshire area, but has growth 7% between 2015 and 2017.
- The GLLEP area has over 3,000 creative, cultural and digital businesses and employment in the sectors estimated to be 10,710.

¹ *Creativity and the Future of Work, 2018, Nesta*

² Led by the Core Cities Group with the backing of the Key Cities Group, Arts Council England, Virgin Money, Arts Council Wales, Arts Council Northern Ireland, and Creative Scotland: <https://www.corecities.com/cultural-cities-enquiry>

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- The creative, cultural and digital sectors are significant employers in Lincoln, North Kesteven and South Kesteven where they account for 4.0%, 4.7% and 4.0% of all employment respectively. The three districts together account for nearly half of all Greater Lincolnshire creative, cultural and digital businesses and 60.0% of creative, cultural and digital sector employment.
- The Tech Nation 2018 report shows all the GLLEP area is below the national average national density of digital and tech businesses. Lincoln Travel to Work Area has the highest digital specialisation across the GLLEP area but still below the UK average at 0.69, Grantham 0.52, Boston 0.33, Skegness and Louth 0.14, Scunthorpe 0.12, Spalding 0.12, Grimsby 0.03.

4 Opportunities and Barriers

4.1 The cultural and creative industries sector in Lincolnshire can be described as one of **significant potential**. The City of Lincoln is growing as a cluster of regional significance and can drive growth across the County with the right network, hub and business support mechanisms. Grimsby, which is one of just 5 areas selected for the Cultural Development Fund, will invest £3.2 million in a new programme of international events and public art to revive the town centre, provide a business support programme for local creative businesses and create new production facilities in the town's historic centre. Coastal Lincolnshire is growing its offer for cultural tourism, festivals and events. Market towns and villages across the County are becoming micro-hubs for micro creative businesses which can, with the right network and support infrastructure, build capacity for growth and innovation. Plus the rural creative economy is growing, with digital infrastructure making sector development viable and the quality of place across Lincolnshire increasingly attractive to micro creative firms.

Opportunities include:

- The establishment of Lincoln as a creative hub, accessing talent and expertise from the University and plugging into regional clusters such as Nottingham to attract and retain talent. This will involve more effectively linking assets in culture, education and the creative industries - so that knowledge exchange, innovative practice and research are more aligned.
- Connecting the creative economy of the County - via the development of spaces, networks and platforms for exchange and trade - where creative and digital businesses can access knowledge, skills and markets in a hub / / network environment.
- The growth of key sectors such as digital, design and audio-visual - to build the creative employment base in the County and enable micro firms to scale.

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- The generation of value chain relationships with key sectors such as agri-food and the visitor economy - via the innovation they foster and the role they can play in enhancing the attractiveness of Lincolnshire as a place in which to live, work and invest. For example, the creative industries can enhance the performance of the Holbeach Food Manufacturing Centre of Excellence via innovation in design and tech. It can also help develop smart and accessible tourism product.
- The growth of festivals as key drivers for innovation, talent and market development; and as catalysts for inward investment and place-making (such as Gravity Fields and Frequency festivals).

Barriers include:

- Capacity and critical mass: The City of Lincoln and wider County lack the types of specialist creative hubs which can drive growth and power innovation across the economy. Without building the critical mass of the creative industries and mobilising collaboration and exchange, the creative economy of Lincolnshire will not grow to its potential and talent will continue to leave.
- Access to talent: with creative SMEs and micro firms struggling to recruit appropriately skilled talent and too few firms considering Lincolnshire as a viable location for growth.
- Access to markets: with limited reach B2B and B2C and barriers to growth such as poor public transport and patchy digital provision reducing the capacity to reach markets.

5 Rationale for Priority Interventions

Focus Area	Cultural and Creative Industries
Vision	<ul style="list-style-type: none"> - Lincolnshire is known for its flourishing, high growth and value-adding sector - Distinctive place-based hubs and clusters with Lincoln as a vital regional creative city - Strong supply of high quality talent via HEIs and FEIs - Significant culture-led regeneration - e.g. in coastal and industrial districts - Significant spillover effects to the tourism, knowledge and tech sectors - Delivery of inclusive growth - in line with the Local Industrial Strategy

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Justification and Evidence	<ul style="list-style-type: none"> - A high growth sector nationally - driven through SMEs and micro firms - Under-leveraged opportunities in Lincolnshire, with scope for growth - Talent retention is low across the County. The sector can increase the attractiveness of Lincolnshire across the economy. It can also help deliver inclusive growth in line with the Local Industrial Strategy - Lack of a distinctive creative and identity for the County.
Links to National Priorities and Other Sectors	<ul style="list-style-type: none"> - £150m UK Government Creative Industries sector deal - Cultural Development Fund - targeting Grimsby - Arts Council England new 10 Year Strategy to focus on place. This includes <i>Transported</i> (Creative People and Places fund) - English Heritage to deliver on the Shared Prosperity Fund
Gaps	<ul style="list-style-type: none"> - Lack of dedicated creative and cultural hubs to provide specialist support and infrastructure and drive collaboration - Lack of network and business support - Lack of join up to other key sectors - e.g. agri-food and tourism
Interventions	<ul style="list-style-type: none"> - A new creative hub for Lincoln - to be the catalyst for network and hub development across the County. This builds from the Lincoln Growth Plan and positions the city as a key centre for innovation and creative production. This is a Pipeline project for GLEP. - Creative Industries business support and skills platform to encourage knowledge exchange and growth - Marketing to promote the quality of creative firms and talent

5.1 A. A New creative Hub for Lincoln

The City of Lincoln, with a growing University that delivers teaching and research of international excellence, and with a quality of place built over many centuries, can operate as a driver for the growth of the creative economy County-wide.

To achieve this requires new types of infrastructure which enable the creative industries to co-locate, converge and collaborate. This involves hubs of workspace and activity space which convene talent and enable new types of commercial and R&D activity to co-locate and grow. As demonstrated in nearby cities such as Nottingham and Sheffield, or urban centres comparable to Lincoln such as York or Chester; it is important to generate critical mass in one place to lift the competitiveness of hubs across a wider geography.

Research has highlighted the limited diversity of creative workspace in the city, illustrating in particular a lack of desk-only workspace, studios for ‘messier’ practice, and interdisciplinary innovation space. There are currently no shared equipment or open access facilities for creative production in the city, and managed workspace is typically limited to desk-based activity only. This limits the breadth of creative activity that is able to take hold and grow within the city, as well as restricting creative sector supply chain activity. The

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City of Lincoln and wider County currently lack creative hubs of a scale, quality and specialism capable of catalysing growth in the creative industries and driving innovation and competitiveness across the wider economy. This includes interdisciplinary hubs that connect activities across the arts, design and digital sectors; maker-spaces to encourage prototyping and user-facing experimentation; and impact-driven creative practice which focuses on innovation for social return. In turn, this limits the potential of hubs and networks across the County because of their physical distance from the types of infrastructure available in other rural counties; and because of the lack of a focal point and catalyst capable of delivering step change for the overall creative economy of Lincolnshire.

With the University of Lincoln a key driver for the economic success of the County and a vital enabler of cultural activity, tourism, inward investment and talent retention / attraction; it is vital to build on this success by establishing Lincoln as a nationally significant hub and cluster for the creative economy. The first and very important step is to develop a new type of creative hub which connects the University to the City, the City to the County and the County to the world. Options and specifications for this hub are close to completion.

Timeline:

- *Proof of concept and detailed options completed July 2019*
- *Detailed feasibility for preferred option by December 2019*
- *Delivery 2020-21.*

B. A "wrap around" programme of creative industries business support, skills development and network activity

This will be required to connect the proposed creative hub to the rest of the city and County and generate a 'hub to hub' approach to sector development. It will facilitate local growth in emergent hubs across the County. These include the Grantham Technology and Innovation Centre, Horncastle Technology Hub and emergent provision across the County (such as in Grimsby). It will include:

- A programme of networking events to encourage B2B and B2C interaction.
- A new creative business network for the County - as a membership platform with access to sector trends, markets and news.
- A tailored package of specialist business support - to include workshops on investment readiness, intellectual property and market development
- A profile-raising activity for the cultural and creative industries via *The World of Work* - to raise the profile of the sector as a viable career pathway and build links to employers
- A festival development programme which builds their capacity as platforms for creative talent and catalysts for industry growth (e.g. *Frequency* as a generator of new business opportunities for the County's creative and tech sectors).

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This can be developed as a commissioned programme of support - such as that provided through the South East Creative, Cultural and Digital Support Programme (SECCADS)³. This SECCADS is a two-year programme with three categories of support on offer:

- Cluster-it: support to encourage cluster development across the SELEP area and into key markets such as London
- Design-it: support for business start-ups in the sector
- Grow-it: support for business growth.

A less extensive and intensive example is the work of Creative Leicestershire⁴ or Creative Lancashire⁵ - which operate as intermediary development organisations to provide a shared platform and networks for the creative industries; connect rural and urban areas; promote jobs; act as champion and advocate; and deliver tailored support and advice.

Timeline:

- *Proof of concept and preferred option completed July 2019*
- *Detailed feasibility and business plan for preferred option by December 2019*
- *Delivery 2020-21.*

³ <https://www.sctp.org.uk/wp-content/uploads/2018/05/SECCADS-Core-Description.pdf>

⁴ <https://www.creative-calling.co.uk/>

⁵ <http://www.creativelancashire.org/>

Paper 9

Local Industrial Strategy: Progress Report and Proposed Use of Independent Expert Panel

1 Introduction

- 1.1 The purpose of this paper is to provide an update about the development of our Local Industrial Strategy (LIS), to explain our proposed use of an Independent Expert Panel, and to note LIS developments elsewhere.

2 Our LIS: Progress since last meeting

- 2.1. Additional external support to the LIS development process has been procured, as agreed at the last Board meeting. The contract has been awarded to Metro Dynamics. The contract will provide the following:
- Preparing the LIS evidence base, drawing upon our existing analytical work and developing this further.
 - Developing the LIS: consultation and engagement; check and challenge of analysis (including setting up an Independent Expert Panel; development of interventions; and drafting.
 - Providing additional strategic and project support, as required on a call-off basis.
 - Refresh of the Strategic Economic Plan (SEP)

An inception meeting took place on 14th May. It is intended that Metro-Dynamics shall present a pre-publication summary of the first draft to Board in July's meeting. This is with a view of having a further period of consultation and engagement with stakeholders and additional drafting with a final draft being ready for approval by December.

3 Use of Independent Expert Panel

- 3.1 We propose creating an Independent Expert Panel in order to help us to build relationships with experts who have national standing and who can be advocates for our area in the future beyond the LIS.

Expert Panels are distinctive in response to local priorities. They invite external experts from different fields to assess the opportunities and challenges in the local economy, to consider evidence and insights, and to check and challenge the process and logic chains developed. Using an independent panel in this way will demonstrate to Government that we have built checks and balances into our process and that we have a thorough process for reviewing the evidence and developing our priorities. We will be seeking experts, potentially external to Greater Lincolnshire, that have in-depth knowledge and expertise in relation to economic development and particular sectors, who will be able to help us as we start identifying interventions.

We have been engaging with Government analysts around our LIS, who have expressed that the use of Independent Expert Panels is to be considered best practice. A number of other LEPs are using or have used an expert panel to provide external challenge and support to their LIS evidence bases and policy production. These include Greater Manchester, the West Midlands, and Cheshire & Warrington

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Local Industrial Strategy: Progress Report and Proposed Use of Independent Expert Panel

LEP. In particular there is an emphasis on being able to demonstrate a logic chain between the evidence and priorities when developing our policies through the LIS.

The Panel's role would be very different, and complementary, to that of the Board: it is start and finish, it is seeking a very particular and targeted type of input and it is advisory. It is proposed that the panel meets three times during the drafting of the LIS to provide checks and balances through the process.

4 LIS Progress elsewhere

- 4.1 Members of the Board may already have noted that the West Midlands LIS was launched by Business and Industry Minister, Andrew Stephenson on 16 May. The strategy can be viewed at https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/802091/west-midlands-local-industrial-strategy-single-page.pdf. This is the first to be launched, with Greater Manchester to follow shortly.

Humber LEP's emerging LIS was considered at their 17 May Board meeting and can be viewed here:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/802091/west-midlands-local-industrial-strategy-single-page.pdf

We will be reviewing these to identify any useful conclusions for our own work.

5 Recommendations

- 5.1 Members of the Board are invited to note progress to date, and endorse the use of an Independent Expert Panel as set out above.