



LEP DIRECTORS BOARD

Tuesday, 25th January 2022

Via MS Teams 3.00pm to 5.00pm

Greater Lincolnshire LEP Board Agenda (Monthly)

Time	Item	Lead	Status
15.00	1 Welcome, Apologies, Declarations of Interest	Chair	
15.05	1.0 FOR APPROVAL: Minutes -26/11/2021 1.1 FOR INFO: Decision Log 1.2 FOR INFO: Review of Actions	Chair	Paper 1.0 Paper 1.1 Paper 1.2
15.10	2 FOR INFO: Chairs and CX Report, including Humber Energy Board, Freeport progress and levelling up white paper proposals and	Chair	Paper 2
Governance			
15.30	3 CONFIDENTIAL - FOR DECISION: Proposal to underwrite the costs of the LEP for 22/23	LEP Futures Group	Paper 3
16.00	4 CONFIDENTIAL - FOR DECISION: Allocation of resources for Freeport	Halina Davies	Paper 4
16.05	5 FOR DECISION: Approval of Business plan for UKFV and allocation of resources for 22/23	Sarah Louise Fairburn	Paper 5
16.20	6 FOR DECISION: Scheme of Delegation and Local Assurance Framework	Caroline Illingworth	Paper 6
Strategy			
16.30	7 FOR INFO: Midlands Engine Priorities	Rachel Greenwood, Midlands Engine Director	Presentation
Delivery			
Forward Agenda			
16.55	8 Forward Agenda Plan for debate		Paper 7
17.00	Close		

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

Attendees: Pat Doody (Non-Executive Director and Chair), Cllr Philip Jackson - Vice Chair (NELC), Sarah Louise Fairburn - Vice Chair (IMP and Maker), Cllr Colin Davie (LCC), Cllr Oliver Hemsley (Rutland CC), Cllr Craig Leyland (ELDC), Alison Ballard (BAE Systems), Debbie Barnes (CX LCC), Simon Bird (ABP), Darren Cunningham (Phillips 66), Julian Free (UoL), Jo Hardy (Hardy's Farm), Gary Headland (Lincoln College, IoD & Lincs Chamber), Andrew Hunter (UoL), Zoe King (Epix Media), Mandy Watson (Ambitions Personnel), Nick Worboys (Longhurst)

Tentative: Dean Fathers (Health), Cllr Rob Waltham (NLC), Stephen Fidler (DfT)

Apologies: None

Observers: Pete Holmes (BEIS), Clive Tritton (NLC), Simon Green (NELC), Andrew Crookham (Accountable Body & S151 Officer)

LEP Exec: Ruth Carver, Caroline Illingworth, Halina Davies, Sue Groves (Note Taker)

Guests Rachael Greenwood (Midlands Engine)

Key Dates for 2022

GLLEP Board Quarterly meeting: 22 nd February, 26 th April GLLEP Board Monthly meeting: 25 th January, 22 nd February, 25 th March, 31 st May	GLLEP Investment Board: 17 th February
GLLEP Appointments Committee: TBA	GLLEP Employment & Skills Advisory Panel: 19 th January, 15 th February, 16 th March, 12 th April, 10 th May, 14 th June, 12 th July, 9 th August, 13 th September, 11 th October, 8 th November, 13 th December
GLLEP Energy Council: TBA	GLLEP Food Board: 20 th January 2022, 12 th May 2022
GLLEP Health & Care Enterprise Board: 7 th February, 9 th May, 6 th September, 5 th December	GLLEP Manufacturing Board: 17 th January, 19 th April, 12 th July2, 11 th October
GLLEP Visitor Economy Board: 24 th February, 24 th May, 23 rd September, 16 th December	GLLE Defence & Security Advisory Board 10 th February, 10 th May, 19 th September, 6 th December
GLLEP Finance & Audit Committee 9 th February 2022	GLLEP Food Board 20 th January, 12 th May



Greater Lincolnshire LEP Board

Minutes of 26th November 2021

Think Tank, Ruston Way, Lincoln

Present: Board Directors:

Sarah Louise Fairburn - Vice Chair (IMP & Maker), Cllr Philip Jackson - Vice Chair (NELC), Cllr Colin Davie (LCC), Cllr Oliver Hemsley (RCC), Andrew Hunter (UoL), Darren Cunningham (Phillips 66), Debbie Barnes (CX LCC), Dean Fathers (Health), Jo Hardy (Hardy's Farm), Mandy Watson (Ambitions Personnel), Nick Worboys (Longhurst), Zoe King (Epix Media),

Apologies from Directors: Pat Doody (Non-Executive Director and Chair), Cllr Craig Leyland (ELDC), Alison Ballard (BAE Systems), Gary Headland (Lincoln College, IoD and Lincs Chamber), Simon Bird (ABP), Julian Free (UoL), Cllr Rob Waltham (NLC)

Observers: Andrew Crookham (Accountable Body & Section 151 Officer), Pete Holmes (BEIS)

Apologies from Observers: Stephen Fidler (DfT)

LEP Officers: Ruth Carver, Sue Groves (Note Taker) - **For Agenda items:** Caroline Illingworth (LEP), James Baty (LEP), Halina Davies (LEP)

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

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

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

Minutes & Matters Arising (Paper 1) - Sarah Louise Fairburn

➤ Minutes from the meeting held on 26th November 2021 accepted as a true record, and the CX ran through the matters arising.

Decision Log & Review of Actions (Papers 1.1 and 1.2)

Decision Log and Action Log accepted as a true record.

Chair & CX Report (Paper 2) - Ruth Carver

The team were congratulated on the successful LEP Conference and the launch of the UK Food Valley earlier in the month.

The Chair and CX's report was taken as read, with a decision on LEP Strategy and Delivery plan as below:

The Board agreed that the approach to refreshing the Economic Strategy and the Delivery Plan would be different this year due to the work undertaken last year on the Industrial Strategy and the Recovery Plan for Greater Lincolnshire, and the impending governments white paper on Levelling up.

Therefore the Delivery plan and strategy input would be incorporated during the session with individuals directors during January and February, incorporated into the Delivery Plan and will be discussed at the Board meeting to be held in March 2022.

The Board noted the electronic decision to appoint Gary Headland. Lincoln College, IOB and Chamber to serve a further 3-year term on the LEP Board from January 2022.

Delivery Plan Progress Report (Paper 3) - Caroline Illingworth

- Caroline introduced herself as the Operations and Delivery Manager for the LEP, and explained her role within the LEP Team, and her current focus on performance reporting.
- The 6-month performance report showed progress on the activities within the Delivery Plan, with most areas on track or due to be on track by the end of the financial year.
- The Board was asked to note the contents of the report and to discuss the preferences for the future format.
- CI suggested that a dashboard be produced which would include a financial overview, a summary of the risk register and an overview of risk status.

Decision:

- The Board noted the progress on LEP activities within the Delivery plan, and agreed that the proposed dashboard should be developed, with a focus on finance, risk and outcomes.

Greater Lincolnshire Economic Plan for Growth Monitoring Report (Paper 4) - James Baty

- James Baty, Policy and Research Manager presented this item.
- The report updated the Board on progress within the Greater Lincolnshire Economic Plan for Growth as well as future delivery in line with the delivery plan reporting and issues relating to governance.

Decision:

- **The Board decided that the:**
 - That the governance of the Plan for Growth, with regard to monitoring progress will transfer to the LEP Board with immediate effect.
 - The LEP team will work with partners to see if there are any fundamental gaps or updates within the Plan for Growth.
 - To highlight any preferences in relation to the future delivery of the Plan for Growth Update, for example in dashboard format.

Comprehensive Spending Review (Paper 5) - James Baty

- This paper was for information.

Call for Projects - Labour Market Support Fund (Paper 6.1) and Clean Growth Accelerator Fund (Paper 6.2) - Halina Davies

Halina Davies, the Partnership and Programmes Manager for the LEP updated the board on progress made in developing two project calls (3.7 million) utilising the LEP's unallocated reserves.

Halina talked through the Clean Growth Accelerator call and this was approved and ready for launch in December 2022.

The second fund for Labour Market support required further work in the areas of hard to recruit sectors, and the emphasis within the prospectus. It was agreed that the prospectus would be worked on further, taking into account the observations from the board, and launched in January 2022.

Decision:

Both calls were agreed and delegated to the LEP Team to develop further and launch in December 2021/January 2022.

Any Other Business

None

The meeting closed at 12.45pm

GREATER LINCOLNSHIRE LEP BOARD ACTION LOG - Jan 22 Updated

Date	Action	Action by	Status
26/02/2021	UK Food Valley - Need to build a core team to co-ordinate and accelerate the sector, an indicative budget of £300k per annum is sought. GL LEP Board agree to an initial contribution of £35,000 to kick start activity and planning, with additional contributions subject to an ongoing budget review and alignment of priorities and presentation to be circulated.	Sarah Louise Fairburn	Ongoing and on the agenda in Jan 22.
20/04/2021	Strategy session with Board and Chairs of Strategic Advisory Boards	Sue Groves	COMPLETED 17 th November completed, 14ly sessions in the diary and a lunch being planned in May 2022
23/05/2021	Strategic Review and supply chain connectivity to be brought back to board with Business Lincolnshire	James Pinchbeck	April 2022 Board
28/09/2021	ESAP to update the Board on Labour Market Challenge Fund and labour market solutions. Manufacturing - develop a Post Pandemic Action plan. Seafood - Update on UKFV Seafood Cash Balance Option: The LEP team were asked to develop the two programmes for launch.	Simon Telfer Darren Joint Sarah Louise Fairburn	April 22 Board September 22 Board Work ongoing on CRF and proposal for a centre - update July 2022
26/10/2021	LEP to ask MPs to support/lobby Greater Lincolnshire on the early development of carbon capture.	Pat Doody via the Humber Energy Board	Jan 22

	<p>Over the next 4 months, assistance for Midlands Connect/TFN from GLLEP will be needed to scope out the current position on rail freight east west. Data regarding East-West link to be forwarded to JC from SB.</p> <p>Task and Finish Group to be arranged to ensure a joined up “Greater Lincolnshire” is developed for use in relevant meetings, and to ensure the message about the East West rail link for Humber to Liverpool is amplified. Volunteers required and representatives from LCC, NELC and NLC.</p> <p>Transport planning and consultation should include NHS and Ambulance services etc.</p> <p>Directors Dashboard to be developed</p>	<p>Halina Davies</p> <p>Halina Davies</p> <p>Caroline Illingworth</p>	<p>Ongoing</p> <p>Ongoing</p> <p>In development - Due Feb 22 Board</p>
26/11/2021	<p>Clean Growth Accelerator Fund</p> <p>Labour Market Shortage Fund - LEP Team to develop further and launch in March 2022</p>	<p>HD</p> <p>HD</p>	<p>Complete launched in December 21 March 22</p>

LEP Board and Investment Board Decision Log (one year rolling)

Date	Decision Making	Decision Made
19/01/2021	LEP Board	<ul style="list-style-type: none"> • That the Chair and CX be given delegated authority to support the initial bid and provide letters of support for the Humber Freeport
26/02/2021	LEP Board	<ul style="list-style-type: none"> • A Local Area Energy Plan for Southern Lincolnshire - Board support for the approach, however financial contribution from the LEP would be considered at the budget realignment. • Health and Care - Board support for the approach of mapping opportunity, however financial contribution from the LEP would be considered at the budget realignment. • Approval of the UK's Food Valley Strategy and resources of £35,000 allocated
23/03/2021	LEP Board	<ul style="list-style-type: none"> • Recommendations of Appointments Committee ratified by the LEP Board
20/04/2021	LEP Board	<ul style="list-style-type: none"> • LEP Defence & Security Advisory Board Terms of Reference agreed, subject to slight amendments • LEP Board supporting the ongoing SIDP gap analysis • That the final overarching revised GLLEP pipeline is endorsed and published by the Board in June
23/05/2021	LEP Board	<ul style="list-style-type: none"> • The revised delivery plan and additional resources for 21/22 were approved by the LEP Board. In line with scheme of delegation the delivery of plan is delegated to the LEP CX. Budget Envelope £1.4 million • The LEP Pipeline can be published, and responses sent to all applicants.
29/06/2021	LEP Board	<ul style="list-style-type: none"> • Endorsed the priorities of the ESAP Action Plan for 21/22
30/07/2021	LEP Board	<ul style="list-style-type: none"> • Board approved the LEP's Risk Register with the amendments.
20/09/2021	Investment Board	<ul style="list-style-type: none"> • Options for GLLEP Capital Funds - The Investment Board agreed three options for the Board to consider on the 28th September.
28/09/2021	LEP Board	<ul style="list-style-type: none"> • None taken.
26/10/2021	LEP Board	<ul style="list-style-type: none"> • Local Labour Market Shortages - Agreed that more needs to be done with engaging children at an earlier age.

26/11/2021	LEP Board	<ul style="list-style-type: none"> • That the governance of the Plan for Growth, Recovery Plan for Greater Lincolnshire should transfer to the LEP Board with immediate effect. <ul style="list-style-type: none"> - The LEP team will work with partners to see if there are any fundamental gaps or updates within the Plan for Growth. - To highlight any preferences in relation to the future delivery of the Plan for Growth Update, for example in dashboard format. • Clean Growth Accelerator Fund and Labour Market Short Funds - Both calls were agreed and delegated to the chair and cx to develop further and launch in the financial year.
26/11/2021	Investment Board	<ul style="list-style-type: none"> • Invest and Grow Loan - The Quadrant, Boston - Interest payments to continue to be invoiced each year at the rates originally agreed until the loan is fully repaid. Loan repayments postponed with 20% being repaid in March 2022, 40% in March 2023 and the final payment in March 2024. The final schedule was delegated to the Chief Executive to agree. The Board approved the proposal to develop 23 of the contractually forecast affordable houses within the Housing Programme on Heron Way and as a result to enable 23 market houses on the Boston Quadrant site. • Getting Building Fund & SLGF Update Report - 1) Investment Board accepted the updates within the report. 2) Q3 report - Investment Board to be held mid-February

Paper 2 – Chair and Chief Executive's Report

Publication	Public Paper (published)				
Meeting date:	25 th January 2022				
Agenda Item:	2				
Item Subject:	Chair and Chief Executive's Report				
Author:	Ruth Carver				
For:	Discussion		Decision	Information	X

1 Summary

- 1.1 Full delivery and performance reports are provided to the Board each quarter.
- 1.2 The Chair and Chief executive are currently undertaken annual reviews with board directors to ascertain views on the format and value of boards, and areas to develop. The reviews are also being undertaken with chairs of the strategic advisory boards.

A verbal update will be given by the chair on the Humber Energy board.

2 Strategy

- 2.1 The planned Levelling Up White paper is expected at the end of January 22. The LEP Network and other partners continue to lobby for #LEP value within the two sponsoring departments of BEIS and DLUC, and certainty on future funding.
- 2.2 The LEP Futures working group have met twice since the last board in November and are making recommendations on the agenda today.

3 Delivery

3.1 **Project completions:**

Through Single Local Growth Fund, the LEP supported Lincoln College with the Gibney Building and the creation of a Digital and Professional Skills Centre. The centre is now completed and open for business, with the official opening date to be confirmed.

The second phase of the Grantham Southern relief road is nearing completion, again with announcements and openings due to be confirmed shortly.

The Holbeach Institute of Technology on the South Lincolnshire Fez is due to open in March 2023.

- 3.2 **Career Hub** - Career Hub - 2 New EAs onboarded (Penny Codd, Business Support Ambassador, Economy & Growth NLC, and Victoria Watkins, Humber, Coast and Vale Health and Care Integrated Care System). The team have developed several CPD sessions into schools around careers strategy and embedding careers in the curriculum. and supported school with planning business road trip and delivered a number of labour market intelligence workshops to schools to develop thinking around future roles and careers in Greater Lincolnshire.
- 3.3 **Business Lincolnshire** - The well-received peer to peer business support programmes are ending nationally at the end of march - and are being replaced by the help to grow national programme. Manufacturing conference scheduled for 22nd April at the Brackenborough hotel.

The LEP is attending along with a number of local SME's a DEFRA Food and Drink Regional Summit to promote UKFV and our food offer locally. This is being led by UKFV and Business Lincolnshire and is planned for March 2022.

Paper 2 – Chair and Chief Executive's Report

ABP have announced an additional 4 berths at Immingham. Stena and ABP have also agreed a 50 year deal [£100m Stena Line deal a 'Humber's seal of approval' that sends waves around North Sea shipping sector - Business Live \(business-live.co.uk\)](#)

NELC and the University of Lincolnshire have launched the UKFV Seafood Cluster Pilot Programme in Grimsby funded by the Community Renewal fund. This the first UKFV badged project and offers skills innovation and business support for the cluster.

Naylor Farms got planning for a new plant-based protein extraction facility using cabbages in Spalding), creating 43 jobs. This facility will be the first of its kind not only in the UK but within Europe.

4 Governance

4.1 Humber Energy Board - inaugural meeting convened and jointly chaired by the two LEPs. Businesses agreed that the role of the Humber energy board would be to advocate for the area and the sector, and to collaborate across the Humber.

4.2 The Annual Review with government is scheduled for early February.

5 Economic Intelligence

5.1 Economy - At a macro level, Gross Domestic Product (GDP) grew by 0.9% in November, putting total UK GDP above pre-covid levels for the first time since the pandemic began. This was largely driven by strong growth in construction (3.5%), transport and storage (3.8%) and professional, scientific and technical activities (2.5%). However, construction and production sectors remain 1.3% and 2.6% below pre-pandemic levels respectively.

5.2 In terms of Omicron impact on workforce and business, data from late December 2021 showed that approximately 3% of the workforce were estimated to be on sick leave or not working because of coronavirus symptoms, self-isolation or quarantine. This is the highest the figure has been since comparable estimates began in June 2020. In the latest wave of the ONS Business Insights and Impact Survey, 40.4% of businesses reported cash reserves of 3 months or less (up from 38.2% in the previous wave); whilst 7.4% of businesses indicated they had paused trading or had temporarily closed between 29th December and 9th January. Local business start-up and cessation data shows that in December there was a small net increase in businesses in the business base, with both start up and cessation rates relatively low compared to earlier in the year.

5.3 Local intelligence is showing that businesses in general are riding out staffing and covid-19 specific problems, but the overwhelming pressure is coming from rising energy and input costs to business. For example, a food business in Greater Lincolnshire stated that electricity costs have risen by as much as 305% in a year. As many companies fixed agreements have ended, businesses have had no option but to go onto standard tariffs. These tariffs mean that some bills have gone from for example £300K to £970K a year. At a time when many produce businesses will earn less than 1% net margin, there is no room for added costs.

5.4 In terms of labour market, there has been a slight decline in jobs advertised in the past month, largely likely owing to Christmas and New Year break. However, recruitment challenges remain across most sectors. Payroll data indicates that employers are recruiting at record levels, however, there remains challenges across sectors. This is likely driven by an increase in economically inactive in Greater Lincolnshire; currently 24.1% of the 16-64 population, compared to 21.6% in East Midlands and Great Britain

Paper 2 – Chair and Chief Executive's Report

PAPER 6

LOCAL ASSURANCE FRAMEWORK AND SCHEME OF DELEGATION UPDATES

Publication	Public Paper (published)				
Meeting date:	25 th January 2022				
Agenda Item:	6				
Item Subject:	Local Assurance Framework and Scheme of Delegation updates				
Author:	Caroline Illingworth				
For:	Discussion		Decision	X	Information

1 Background

To ensure compliance with the recently revised National Local Growth Assurance Framework (NLGAF), and as part of our routine review schedule, our Local Assurance Framework has been updated. The Scheme of Delegation has also been updated to reflect recent changes in the Executive Team staffing structure.

2 Recommendations

The Board is asked to approve the changes to the Local Assurance Framework.
The Board is asked to approve the changes to the Scheme of Delegation.

Summary of key changes: **Local Assurance Framework**

- Minor updates in line with changes to NLGAF
- Update to staffing and committee structures
- Addition of Section 21 on risk management
- Revision and simplification of para 62.1 on scrutiny arrangements
- Addition of Section 73 on the Clean Growth Accelerator Fund
- Removal of information about concluded programmes and funds
- Removal of duplicate information

Summary of key changes **Scheme of Delegation**

- Addition of approval of Local Skills Report by ESAP
- Addition of approval of Annual Delivery Plan by LEP Board
- Awarding of capital funding below £10K moved from LEP Board to CX
- Addition of approval of expenditure within LEP delivery plan and budget by CX, Ops & Delivery Executive Manager and Employment & Skills Executive Manager
- Addition of approval of expenditure in team budgets by team managers
- Addition of approval of expenditure within EAN and Career Hub programmes by Employment & Skills Executive Manager
- Addition of NDAs and MoUs sign off by CX
- Approval of Register of Interests moved from LEP Board and CX, to CX, Ops & Delivery Executive Manager and LCC S151 Officer
- Delegation of sign-off for publication of SAB agendas, reports and minutes moved from CX to Executive Team
- Sign-off of regulatory documents relating to SABs moved from CX to Executive Team
- Addition of Risk Management Plan approval by LEP Board following recommendation from F&A
- Addition of final approval of FYE finances at AGM by company members
- Addition of prior authorised expenditure for day-to-day business by CX and delegated budget holders
- Addition of performance management of Executive Team and officers by CX

A copy of the scheme of delegation is attached for information.

Item 7 - GLLEP Board Forward Planner 2022

Date	Venue	Standing Items	Other Items
Tuesday, 25 th January 2022 at 3.00pm to 5.00pm	Monthly Teams	Chair & CX Report - LEP	Midlands Engine - Rachel Greenwood Freeport - allocation of resources - LEP Review of Scheme of Delegation and LAF - LEP LEP Futures Board Working Group - Report
Tuesday, 22 nd February 2022 at 3.00pm to 5.00pm	Monthly Teams	Chair & CX Report RC Quarterly: Performance, Finance, ADP and programmes - LEP Plan for Growth Progress - LEP	University of Lincoln - Five-year Strategy - Neal Juster VC TBC Levelling up White paper discussion
Friday, 25 th March 2022 at 9.30am to 1.00pm	Face to face Potentially ABP Immingham	Chair & CX Report	Humber Freeport - David Gwynne - Interim Chief Executive of Humber Freeport - TBC Visitor Economy Board priorities and Tourism Action Plan - Nicky van der Drift/Jo Hardy - tbc Defence Board priorities and activities - Julian Free - TBC
Tuesday, 26 th April 2022 3.00pm to 5.00pm	Monthly Teams	Chair and CX Report Quarterly Directors Performance Dashboard	Employment and Skills Advisory Panel covering skills evidence base, priorities, apprenticeships, and delivery in schools; Simon Telfer, Mandy Watson and Clare Hughes
Tuesday, 31 st May 2022 3.00pm to 5.00pm	Monthly Teams	Chair and CX Report	LEP Annual Report sign off and Audit - Finance and Audit Committee - Linsay Hill Pritchard TBC Energy Council priorities and activities- Duncan Botting TBC Energy workforce at Midlands Engine - LEP - RC Low carbon accelerator fund = Halina Davies

Item 7 - GLLEP Board Forward Planner 2022

Tuesday, 28 th June 2022 at 3.00pm to 5.00pm	Monthly Teams	Chair and CX Report	UKFV progress report -Sarah Louise Fairburn - TBC
Friday, 22 nd July 2022 at 9.30am to 1.00pm	Quarterly - Face to face	Chair and CX Report Directors Performance Dashboard	Innovation Council priorities and actions - Andrew Hunter TBC
August - No meeting			
Tuesday, 27 th September 2022 at 3.00pm to 5.00pm	Monthly	Chair and CX Report	Manufacturing board priorities and actions - Darren Joint TBC
Friday, 28 th October at 9.30am to 1.00pm	Quarterly face to face	Chair and CX Report Directors Performance Dashboard	Health and Care Enterprise Board - priorities and actions - Dean Fathers TBC
Tuesday, 29 th November 22 at 3.00pm to 5.00pm	Monthly	Chair and CX Report	
December - No meeting			
Friday, 27 th January 2023 at 9.00am to 1.00pm Venue tbc	Quarterly Face to face	Chair and CX Report Directors Performance Dashboard	Midlands Engine - Rachel Greenwood and Midlands Connect - Maria Machincoses - TBC
Tuesday, 28 th February 2023 at 3.00pm to 5.00pm	Monthly	Chair and CX Report	Freeport update - TBC
Tuesday, 28 th March 2023 at 3.00pm to 5.00pm	Monthly	Chair and CX Report	
Friday, 28 th April 2023 at 9.30am to 1.00pm	Quarterly	Chair and CX Report Directors Performance Dashboard	