



LEP DIRECTORS BOARD

Friday, 26th February 2021 at 10.00am

Via MS Teams

Paper 0 - Greater Lincolnshire LEP Board Agenda

Time	Item	Lead	Status
10.00	1 Welcome, Apologies, Declarations of Interest	Chair	Attached
10.00 30 mins	2 FOR DECISION: UK Food Valley Proposal	Sarah Louise Fairburn Food Board Chair and Martin Collison	Paper 1
10.30	3.0 FOR APPROVAL - LEP Board Minutes - 19/01/2021 3.1 FOR INFO:- Decision Log, including e-decisions on Appointments Committee 3.2 FOR INFO: Review of Actions	Chair	Paper 2.0 Paper 2.1 Paper 2.2
10.40	4 FOR INFO: Chairs and CX Verbal Report	Chair/CX	Verbal
Governance			
10.45	5 FOR INFO UPDATE' Progress on Transition and collaboration	CX	Presentation
Strategy			
10.50 30 mins	6 FOR DECISION: LEP Visions and Priorities - Directors Alric Blake, Zoe , Yvonne Adams, and Oliver Hemsley	Working group	Presentation
11.20 - 30 mins	7 FOR DISCUSSION : Skills for Jobs DfE White Paper	Clare Hughes	Paper 3
11.50	8 FOR DECISION Local Area Energy Plans Pilot	Andrew Brooks	Paper 4
Delivery			
12.00	9 FOR INFORMATION: Update from Health & Care Enterprise Board	Dean Fathers	Paper 5
12.15	10 FOR INFORMATION: MP Engagement Plan - confidential	CX	Paper 6
Forward Agenda			
12.20	11 Forward Agenda Plan for debate		
	Close		

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Attendees: Pat Doody - Chair (Non-Executive Director), Cllr Philip Jackson - Vice Chair (NELC), Sarah Louise Fairburn - Vice Chair (Imp & Maker), Debbie Barnes (CX, LCC), Cllr Colin Davie (LCC), Cllr Craig Leyland (ELDC), Cllr Oliver Hemsley (RCC), Cllr Rob Waltham (NLC), Alric Blake (AllTech), Dean Fathers (Health), Gary Headland (Lincoln College, IoD and Lincs Chamber), Zoe King (Epix Media), Nick Worboys (Longhurst), Suraya Marshall (RAF Cranwell), Mandy Watson (Ambitions Personnel), Darren Cunningham (Phillips 66), Yvonne Adam (Youngs Seafood), Alison Ballard (BAE Systems).

Apologies: Andrew Hunter (UoL), Julian Free (UoL), Simon Bird (ABP)

Observers: Pete Holmes (BEIS), Clive Tritton (NLC), Stephen Fidler (DfT),
 Andrew Crookham (Accountable Body & Section 151 Officer)
 Simon Green (NELC), Darren Joint (Chair of Manufacturing Board)

LEP Exec: Ruth Carver, James Baty, Sue Groves

For Agenda items: Andrew Brooks, Martin Collison

Additional Papers

AP1 - Draft Minutes from GLLEP Manufacturing Board - 19th January 2021

AP2 - Draft Minutes from GLLEP Investment Board - 19th January 2021

AP3 - Draft Minutes from GLLEP Food Board - 11th February 2021

Key Dates for 2021

GLLEP Board Quarterly meeting: 28 th May, 30 th July, 26 th November GLLEP Board Monthly meeting: 23 rd March, 20 th April 2021, 29 th June, 28 th September, 26 th October	GLLEP Investment Board: 28 th May, 7 th September, 26 th November
GLLEP Appointments Committee: 8 th March, 2 nd June	GLLEP Employment & Skills Advisory Panel: 9 th February, 9 th March, 19 th April, 19 th May, 16 th June, 12 th July, 11 th August, 13 th September, 13 th October, 16 th November, 14 th December
GLLEP Energy Council: 10 th March, 9 th June, 20 th October	GLLEP Food Board: 11 th February, 13 th May, 19 th November
GLLEP Health & Care Enterprise Board: 5 th February, 4 th June, 8 th October	GLLEP Manufacturing Board: 28 th April, 20 th July, 12 th October
GLLEP Visitor Economy Board: 23 rd March, 22 nd June, 21 st September, 15 th December	

Paper 1 - UK Food Valley - Sustainable Food from Land and Sea

Publication	Public Paper (published					
Meeting date:	26 th February 2021					
Agenda Item:	1					
Item Subject:	UK Food Valley - Sustainable Food from Land and Sea					
Author:	Martin Collison					
For:	Discussion	X	Decision		Information	X

1 Introduction

1.1 The UK Food Valley¹ has been debated widely across Greater Lincolnshire since early 2020 and the LEP Food Board are supporting a two pronged approach:

- Creating a business environment, support and investment package cementing Greater Lincolnshire's² role as the premier food chain investment location in the UK.

This package will include investment in infrastructure, utilities, skills, business support and innovation to help businesses expand or invest, supported by accelerated streamlined planning processes.

- Promoting the scale, diversity and capacity of the existing food cluster.

Using this promotional programme to attract further investment, customers, collaboration and policy support to continue the cluster's growth.

1.2 The overall aim will be to secure Greater Lincolnshire's position as a global top 10 cluster for the food chain based on a triple helix of: industry investment; aligned with a World class knowledge cluster; and, enabled by a proactive, dynamic public sector providing the conditions for growth.

1.3 In consulting on these proposals the following key aspects or attributes of the proposal have been stressed by stakeholders, which are picked up in the proposals which follow:

- The cluster has to be, *and be seen to be*, World class given the number of major global investors already in the GLLEP food chain and the desire to attract more;
- Other areas of the UK are developing food chain development programmes, but to date these are being positioned as regional programmes, whereas Lincolnshire should position the Food Valley as an international cluster;
- The programme needs to be developed at pace so that first mover advantage is not lost;
- A 'cluster development programme on steroids' is needed;
- The cluster has to act 'more like an American' can do programme, rather than a traditional UK programme, with a proactive, dynamic feel to how it works;

¹ Or other name to be determined

² Potentially ultimately a wider area

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- Infrastructure is a key enabler in attracting business to invest and grow, with roads, rail, ports, clean energy, water and digital connectivity all important to the food industry;
- Layering of support is needed e.g. planning, promotion, skills, innovation etc. all accessed through one structure, but based on uniting the efforts of multiple partners;
- Innovation has to be a key differentiator for the cluster as the speed of change accelerates, with a particular focus on showing leadership in:
 - low or Net Zero food chains and supply chain efficiency;
 - diet and health;
 - automation will increasingly break the link between staff numbers and output and the cluster should build on its existing R&D leadership in this area;
- Attracting talent has to be at the core of the work the cluster does and additional staff will be needed with higher skills levels to succeed in applying digital and automation technologies
- The cluster should champion businesses and organisations involved in all aspects of the production and distribution of food and drink, including the wider technology and professional services cluster, from inputs supplied to farms through to the factory gate and warehouse. Whilst not excluding working with retailers or food service, the cluster will focus on developing the production end of the food chain.

1.4 The proposals set out below, envisage an 18 month development phase (mid 2021-December 2022), followed by a growth phase from 2023-25 and moving towards a maturity phase from 2026 onwards.

2 Next Steps

2.1 Proposed key next steps (see full GANTT in the following proposals for more details):

- By June 2021 - agree who will lead the proposal through the development phase and secure a development budget (in cash and in kind) for the 18 month development phase.
- October 2021 - launch initial co-ordinated core programme of business support.
- By November 2021 - have a Board in place, private sector led, to guide the development.
- By December 2021 - have a full development team in place to lead development work and have a full brand and website ready to launch in January 2022.
- November 2022 - food sector investment conference, building on the 'UK Food Valley' programme, and setting out plans for the 2023-2025 growth phase.

2.2 Key questions to help refine the proposals include:

1. How can the public sector, University and other knowledge partners best support the business support and investment package proposed?
2. Who could/should host the Food Valley core team?

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3. What role can industry play alongside the public sector in launching and delivering the Food Valley?
4. What name should be used to promote the 'UK Food Valley'?
5. Which sources of funding/support could be brought together to deliver the 18 month development phase proposed (Mid 2021 to December 2022)?

3 UK Food Valley - Sustainable Food from Land & Sea - DRAFT Development Plan 2021-'25

- 3.1 The concept of developing a strong programme for the UK Food Valley was endorsed by the Greater Lincolnshire Food Board in November 2020 and February 2021. This plan sets out:
- The objectives and scope of the Food Valley, including the activities it will deliver;
 - Proposals for management and decision making;
 - Phasing of the development and indicative budget for phase 1.

4 Objectives and Scope

- 4.1 The five objectives of the UK Food Valley are:
- **Obj 1 Promotion** - promote the UK Food Valley cluster as an international top 10 centre of excellence and concentration in the food chain to attract customers and investors;
 - **Obj 2 Knowledge, Innovation & Skills** - provide a co-ordinated skills, innovation and business support programme for food chain companies which continues to be enhanced and developed;
 - **Obj 3 Investment** - attract investment into the food cluster through providing a comprehensive package of investment support and proactive marketing of the investment opportunity;
 - **Obj 4 Workforce** - promote the region's food industry as a career of choice for young people and career changers;
 - **Obj 5 Infrastructure & Utilities** - co-ordinate intelligence on industry needs in relation to premises, infrastructure and utilities and work with the public sector to provide a supportive investment climate combining ease of planning with World class infrastructure.
- 4.2 The public sector (LEP, Councils, government agencies) will support the delivery of the UK Food Valley programme and work with industry trade bodies to deliver industry support.
- 4.3 Recent industry feedback, from the GLLEP Food Board and other sources, suggests that there are a few key innovations or thematic areas which all food chain business needs to embrace in the next 5-10 years.
- 4.4 It is therefore suggested that the Food Valley should focus its innovation and skills activities initially on key industry needs where there are pre-competitive opportunities for industry leadership including:

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- **Environment and Low Carbon** - the UK's commitment to Net Zero and pressure from consumers and the supply chain means that delivering low carbon, low environmental impact food chains is essential across the sector. Leadership in this area will position the food chain as a globally leading cluster.
- **Automation and Labour** - the food chain, from end to end, is facing increased competition for workers and rising costs of employment. As a sector wide challenge, the cluster should continue to work with the University's UK leading centre of food chain automation and digitalisation to accelerate adoption of new technologies. This should be complemented by an industry wide programme of skills development to deliver higher skilled, more productive and higher paid jobs to attract a future workforce.
- **New Product Development (NPD)** - NPD is needed in terms of the core food product, packaging and distribution to ensure that the industry responds to rapid changes in the commercial market. Helping develop a cluster approach to innovation on NPD will create synergies and accelerate the NPD process benefitting all businesses in the cluster. The NPD programme will also embrace the protein transition and the demand for naturally good for you foods, e.g. fish, plant proteins, vegetables, in which Greater Lincolnshire is the leading UK centre of production.

4.5 Geographic area

The prime area covered by the UK Food Valley will be Greater Lincolnshire, with the option, after the initial start-up phase, to extend its geographic coverage to include other areas subject to agreement by the industry led Food Valley Board.

4.6 Scope

The scope of the Food Valley programme will encompass all companies involved in the production, processing and distribution of food and drink (and non-food co and by products, e.g. bioplastics) caught, grown or produced up to the 'factory gate'. The industries supported will thus include:

- Fisheries and aquaculture businesses;
- Farmers and horticultural producers;
- Food producers and manufacturers;
- Food storage, logistics and distribution companies;
- Input suppliers to the industry e.g. machinery, technology, packaging, fertilisers, banks etc.;
- Professional advisors to the industry e.g. accountants, lawyers, consultants;
- Research, innovation and skills providers.

4.7 Challenges and Opportunities

The challenges and opportunities the Food Valley programme is keen to respond to include:

- The food chain is undergoing a period of rapid change and growth, with Greater Lincolnshire at the forefront of this growth and keen to develop its role as the UK's premier food cluster.

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- There is an opportunity to grow the cluster even faster by focusing on key enablers of growth, e.g.: innovation; workforce supply; commercial space availability and planning; infrastructure; trade and inward investment opportunities. However, Lincolnshire is not alone in seeing growth potential in the food industry and so needs to redouble its focus on supporting sector growth.
- International connectivity is a key feature of the Greater Lincolnshire food chain, from a high dependency on imports in the seafood and fresh produce clusters, to growing exports, the increasing number of inward investors and the development of overseas ventures by Lincolnshire based companies. Post Brexit and Covid, the reconfiguration of international supply chains and new opportunities for trade means that the industry must continue to embrace an outward looking international mindset to food chain development.
- Greater Lincolnshire has a large number of public and private sector led bodies who support the food sector, and links with many regional and national support agencies. However, at present this support is fragmented and managed as a series of discrete activities rather than as one co-ordinated programme. The many staff involved in this work do collaborate informally, but strengthening and formalising the 'team' approach would deliver more impact and help promote Greater Lincolnshire as a truly global food cluster.

4.8 Annex 1 gives examples from other leading food clusters/programmes around the World, setting out information on how they were established, the way they are managed, the scale they have achieved and the services they provide. A number of clear messages in relation to best practice emerges from this analysis. The leading clusters typically have:

- **Combinations of Promotion and Industry Support Programmes** - they combine a clear promotional agenda to market their food cluster and its member companies, with a programme of investment support and services to help businesses in the cluster grow and thrive.
- **Management** - they are managed by a board which includes industry leadership, often supported by regional government agencies and knowledge (University, research centre) sector board members, who collectively promote the triple helix of: business investment; supported by a proactive public sector; drawing on regional clusters of innovation and skills development support.
- **Longevity** - they are long term (permanent) programmes/organisations. Most appear to continue to grow and broaden their remit for at least 20 years after establishment, with the largest having core teams of 25 or more staff who co-ordinate a broad programme of sector development activity.
- **Scale** - they vary greatly in scale³, but the largest bring together hundreds of companies with large teams of public sector support bodies. The

³ To some extent depending on when they were first established and whether they focus just on one food sector, e.g. the Norwegian Centre of Excellence in Seafood Innovation, or cover all types of food in a region

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Rotterdam food cluster, for example supports a regional sector with 43,000 jobs, and companies with a combined turnover of €25billion.

- **Physical and virtual** - most have a physical hub, typically an innovation centre or food business park, which normally hosts their core team, and a wider programme of events and business support services which reach out across the region. Other examples also include a hub and spoke model, with a central hub and other linked delivery sites and teams.
- **Priority themes** - most of the clusters have developed a focus on a few, industry led, priority themes for industry development. In many cases these mirror the areas Greater Lincolnshire's food sector is targeting e.g. many of the other clusters focus on: digitalisation and innovation; sustainability and low carbon food; protein transition and new food product development.
- **International** - they often have very active programmes of international engagement and collaboration to develop trade and knowledge exchange links. These internationalisation programmes are used to attract investors and trade to the cluster and to promote collaborative programmes of skills, research and innovation.

4.9 Based on this international best practice the recommended approach to the UK Food Valley is that it should be led by an industry led Board. Industry members should join a Company Limited by Guarantee which will give them access to its services. The Food Valley will work in pre-competitive areas including attracting investment and support to the cluster, skills, innovation and collaborative project development. It will not engage directly in food production or trading activities, which will remain the sole domain of businesses in the industry.

4.10 Activities

The Food Valley will deliver four main areas of activity

1. **Business Support** - the UK Food Valley business support programme will co-ordinate all existing support services for the food industry and work with partners to secure additional investment in business services and investment support. This will include:
 - Skills and workforce development programmes;
 - Innovation, R&D and technology deployment programmes;
 - Investment grants and support for capital projects;
 - A monthly newsletter will update cluster members on the services and support opportunities available
2. **Branding of the Food Cluster** - the UK Food Valley will be developed as a brand for the area's food chain for industry development purposes (but not for food sales to the public). It will work alongside district, county and national investment promotion bodies to champion the sector both in the UK and internationally. A linked programme of promotion will include:
 - Promotional events and trade shows;
 - Participation in trade missions;
 - An annual food chain investment conference to promote the Greater Lincolnshire food chain cluster.

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3. **Inward Investment Support** - to secure new investments into the cluster the UK Food Valley team, in partnership with District and Unitary Councils, the County Council Place and Investment Team and DIT, will work to promote the area as the premier inward investment location for the food chain in the UK. The aim will be to accelerate growth of the industry so that the cluster continues to grow creating a virtuous circle for existing companies, through supporting the growth of sector specific infrastructure and support.
 4. **Promoting the Industry's Development Needs** - the UK Food Valley will remain politically neutral, but will ensure that the development needs of the food industry are clearly promoted with decision makers at every level. This will include working with Councils and other local bodies to ensure that the food industry's needs are met e.g. in relation to the availability of premises and planning permission, utilities, transport infrastructure etc.
- 4.11 After the initial development phase, ending in December 2022, a fifth activity strand will be added on internationalisation. This will build on the High Potential Opportunity (HPO) in food processing and automation which Greater Lincolnshire will launch in 2021 with DIT, and expand international work to develop more collaborative projects.
 - 4.12 Phase 1 will develop the regional support package and establish the membership and brand to give real credibility to the cluster, so it competes with other leading global food clusters (see annex 1).
- 5 **Management & Decision Making**
 - 5.1 UK Food Valley Board

The UK Food Valley will be managed by a Strategic Board, comprising:

 - An industry chair;
 - 5 industry representatives;
 - 1 Growth Hub/LEP representative;
 - 1 representative of Greater Lincolnshire's trade and investment team;
 - 2 representatives of knowledge, skills and innovation providers;
 - Plus on ex officio basis, the UK Food Valley Cluster Director(after appointment).
 - 5.2 The Food Valley Strategic Board will meet monthly for the first year and move to every 2 months from year 2. It will be responsible for the budget, direction and development of the Food Valley's operations. Operation of the Board, and its future structure, will be reviewed at the end of phase 1 (December 2022) and subsequently every three years (or sooner if recommended by the Board).
 - 5.3 The UK Food Valley will be incorporated as a Company Limited by Guarantee, owned by its members and funding partners and able to contract independently of any of its members and funders. The Greater Lincolnshire Food Board will act as a wider industry advisory board for the main Strategic Board and meet quarterly.

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- 5.4 An Operational Board will include representatives of all the delivery bodies (see below) who will contribute to deliver of the Food Valley support programme and meet monthly for the first year and every two months thereafter, chaired by the UK Food Valley Cluster Director.

6 Operations

- 6.1 A small core operational team will be established, based at a food cluster hub. The location of the central team will be decided by the Board by summer 2021, with sites such as the Hub Building being constructed at South Lincolnshire Food Enterprise Zone a potential location.
- 6.2 The core team, by the end of 2022, is expected to include:
- UK Food Valley Cluster Director;
 - Head of events, communications and PR;
 - Head of programmes (skills, innovation and business support);
 - Administrative assistant.
- 6.3 The core team will include opportunities for secondments from partner bodies. The core team will be complemented by existing posts and activities in partner delivery bodies who will either align their activities with the UK Food Valley programme and/or second staff into the Food Valley team. The wider team of delivery bodies includes:
- Greater Lincolnshire LEP and Growth Hub;
 - Lincolnshire County Council Inward Investment Team (Place and Investment);
 - Unitary, District and Borough Council Economic Development Teams;
 - Europarc III, Central Lincolnshire and South Lincolnshire Food Enterprise Zones;
 - University of Lincoln: National Centre for Food Manufacturing (NCFM); Lincoln Institute for AgriFood Technology (LIAT); Lincoln Agri-Robotics;
 - Colleges and Higher Education providers including the Food Research and Process Engineering Research Centre (FRPERC) at Grimsby Institute;
 - Lincolnshire Institute of Technology (IoT) which focuses on technology skills for the food chain;
 - Barclays Eagle Farm Lab at Riseholme which supports agritech start ups;
 - Food Sector & Business Groups supporting the industry, including: Seafood Grimsby and Humber, Lincolnshire Chamber of Commerce, UK Fresh Produce Network;
 - Agriculture Groups: NFU, CLA, Lincolnshire Agricultural Society, Lincolnshire Institute of Agricultural Management (IAgrM).
- 6.4 An early target for the Food Valley will be to create a platform for promotion of industry information, support events and project development activities, which draws on all these partner organisations. The aim will be make it easier for food chain companies to identify the support they need and to access all this through one portal.

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6.5 Links to national bodies

Where applicable the Food Valley portal will also signpost food business to national programmes which can support their development.

The Food Valley will ensure that it draws on input from regional and national bodies which support food chain growth, through collaborating on food chain events, support programmes and investment support. Key partners include:

- Department for International Trade (DIT) which is working with Greater Lincolnshire on a High Potential Opportunity (HPO) for the region's food processing and linked technology cluster, as well as supporting wider inward investment work;
- Seafish, DEFRA arms-length body for the sea food sector headquartered in Grimsby;
- Food and Drink Sector Council (FDSC) which is managed by DEFRA and which advises government on future food chain policy;
- Food and Drink Federation (FDF);
- Institute of Grocery and Distribution (IGD);
- Agricultural and Horticultural Development Board (AHDB);
- Manufacturing Technology Centre (MTC) and the Catapult Network.

7 Phasing

7.1 Phase 1 UK Food Valley Establishment (Mid 2021- December 2022)

Phase 1 of the UK Food Valley programme is focused on capacity building to align the work of the many organisations that currently support the food industry in Greater Lincolnshire.

The aim, by December 2022, is to have a detailed development and business plan to deliver faster industry growth, through co-ordination and growth of the business support and growth services provided to the food cluster.

Phase 2 Growth (2023-2025)

The size of team, targets and focus for phase 2 will be determined by the Strategic Board in 2022, based on experience from phase 1. It is anticipated that the core team will grow modestly (potentially to 5-6 staff), but will be reinforced by project based staff as a result of successful bids the UK Food Valley will participate in.

In phase 2 more focus will be placed on international connectivity with the aim to conclude formal partnerships with overseas food clusters.

Phase 3 Moving Towards Maturity (2026 onwards)

In phase 3 the aim will be that the UK Food Valley is recognised nationally and internationally as a globally competitive food cluster, supported by an established team of specialist staff.

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Phase 1 Activities

Activity	Description	Target date
1.1 Development budget secured	Development budget for the Food Valley programme developed and agreed, based on a core budget supported by in kind contributions from partners	June 2021
1.2 Project Manager	Interim project manager appointed to lead phase 1 and the transition to a full time UK Food Valley team	July 2021
1.3 Board Establishment	Board Chairman appointed and recruitment process for board members underway	September 2021
1.4 Team recruitment	Team recruitment commences, to secure candidates for the three key posts (could be secondments): UK Food Valley Cluster Director; Head of events, comms & PR; and, Head of programmes, by December 2021	September '21 to December 21
1.5 Brand & website development	Brand development work begins, with linked website development project, with a target to launch by December 2021	September '21 to December 21
1.6 Launch of UK Food Valley programme	First components of a fully co-ordinated food business support and investment package launched	October 2021
1.7 First Full Board Meeting	First formal Board meeting held, which includes sign off of the brand and website	November 2021
1.8 Mapping of the food sector support landscape	A comprehensive review of the regional and national food sector business support landscape completed to identify opportunities for collaboration with other regional and national programmes	March 2022
1.9 Agreements on partnership working	Formal agreements established on how public sector, commercial and knowledge sector partners collaborate to deliver the UK Food Valley programme	June 2022
1.10 Business Plan 2023-25	Business plan developed for phase 2 of the programme, including membership criteria and income generation	September 2022
1.11 Investment Conference	First (annual) Greater Lincolnshire Food Chain Investment Conference run in Lincolnshire	October 2022
1.12 Phase 2 launch	Phase 2 business plan fully developed, funded and partnership for delivery in place	December 2022

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Phase 1 GANTT Chart

Activity	2021							2022											
	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
1.1 Development budget secured																			
1.2 Project Manager appointed																			
1.3 Board Establishment process																			
1.4 Team recruitment completed																			
1.5 Brand & website development																			
1.6 Launch UK Food Valley programme																			
1.7 First Full Board Meeting																			
1.8 Mapping of the food sector support																			
1.9 Agreements on partnership working																			
1.10 Business Plan 2023-25																			
1.11 Investment Conference																			
1.12 Phase 2 launched and promoted																			

Budget

The budget to launch and develop the Food Valley, during 2021-'22 is an indicative £330,000.

The estimated core costs are:

Costs, based on June 2021-December 2022 (19 months of delivery)	£'000
Staff ⁴	250
Travel (assumes travel recommences autumn 2021)	15
Office and admin (assumes home working and 2 No. office spaces in hub from spring 2022)	15
Website, comms, PR and event hosting costs	30
Review of business support landscape	20
Total	330

In addition to the core team, partners will be encouraged to second staff into the team on a full or part time basis to align activity.

⁴ Cluster Director x 15 months @ £80k per annum inc. on costs; Hd. of programmes x 12 months @ £60k per annum inc. on costs; Hd. of comms x 12 months @ £60k per annum inc. on costs; admin assistant x 15 months @ £30k per annum inc. on costs

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Annex 1 - Global Food Clusters

GLLEP Food Cluster

Greater Lincolnshire is different from other LEP areas in having significant strength at every stage of the food chain, from farming to food processing, marketing and logistics.

Food processing

Greater Lincolnshire LEP area has over 24,000 direct employees (not including contract labour) in food processing, 7% of the England total⁵.

The area is particularly strong in a range of food categories where it has 5% or more of English production:

- Meat 6%
- Poultry meat 21%
- Meat and poultry meat products (more processed) 5%
- Fish 50%
- Potatoes 13%
- Fruit and vegetables (excluding potatoes) 20%
- Condiments and seasonings 5%
- Prepared meals and dishes 17%
- Pet foods 7%

Agriculture

In agriculture the LEP farmed area is 1.32 million acres, or 6% of England's farmed area. However its contribution to national output is nearly double its share of farmed area, at 11%, because it has a much greater focus on higher value crops (e.g. vegetables) and livestock (e.g. poultry) than is seen nationally. In crops Greater Lincolnshire specialism is vegetables, salads and ornamental plants and flowers. In livestock, areas such as Rutland, the Wolds and Coast have extensively grazed beef and sheep production and there are some pigs concentrated in North Lincolnshire, but the real livestock specialism is in intensive poultry meat and egg production.

Greater Lincolnshire produced £2.2 billion of crops and livestock in 2019, 11% of the English total.

It had particular strengths in:

- 30% of English fresh vegetable production
- 20% of sugar beet
- 19% of poultry
- 9% of ornamental plants and flowers⁶

Fisheries

Greater Lincolnshire has two fishing fleets, based in Grimsby and Boston. The Grimsby fishery is the largest and in 2019 landed 3,700tonnes of fish and shellfish worth £8.6m, of over 30 species of fish and shellfish. Boston landed 400 tonnes of shellfish, with £200k.

⁵ BRES (2019), Business Register and Employment Survey : open access

⁶ DEFRA (2018), Structure of the agricultural industry in England and the UK at June - Structure at County/Unitary level and DEFRA (2020), Agriculture in the UK 2019

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Grimsby fish market is a £16m total development (1996 and 2012) to create a modern fish market to serve the Grimsby fish cluster, with 6 fish agents: Atlantic Fresh Limited; Kurt Fish Sales; JBA (Fish Sales) Limited; Jubilee Fishing Company; Nelson (Grimsby) Limited; Eskoy / GFDE and is also the home to the UK's largest fresh fish logistics company, DFDS Logistics.

There are also pilot plants in Lincolnshire developing new aquaculture production facilities, notably for prawns.

However, Greater Lincolnshire's main focus in the seafood and fish sector is on fish processing with the UK's largest fish processing cluster in Grimsby. This cluster employs 5,900 directly in 65 fish processing companies and 10,000 staff in the total cluster, including transport, storage, distribution and suppliers.

Whole Sector

The whole sector, agriculture and fisheries, food processing, logistics and input supply employs 75,000 staff in Greater Lincolnshire and this rises to 120,000 if the consumer end of the food chain (catering and food retail) is included.

At the extreme, parts of South Lincolnshire and North East Lincolnshire have a concentration of jobs in the sector which is more than 10x that found at UK level.

The sector has also been growing strongly with £100m of new projects and investments in R&D and skills since 2016 and an estimated £650m in new commercial facilities in addition to ongoing refurbishment and replacement, which industry feedback suggests would double this value.

GLLEP Cluster and the wider region

Headline data on the wider East and East Midlands cluster shows that, in addition to the concentration of the sector in Greater Lincolnshire, the food cluster centred on South Lincolnshire and including GLLEP plus Cambs Combined Authority, New Anglia, D2N2, LLEP and Northants has globally significant scale. This includes circa:

- 62,000 staff in agriculture;
- 94,000 staff in food processing;
- 33,000 in food storage and wholesaling;
- 9,000 in agricultural machinery⁷;
- 40,000 in food chain transport.

Giving a sector of 238,000 staff⁸ or circa 17.5% of the UK total for the commercial, pre-consumer food chain (i.e. not including food retail and food service).

This area has circa 7.3 million residents, 11% of the UK population, showing that even across this extended area the sector is 1.6 more times concentrated (the Location Quotient or LQ) than at UK level and, in the heart of the cluster in South Lincolnshire, this rises to an LQ of over 10 times the national average.

Triple Helix

The Dutch use the term triple helix to describe a multi-faceted mutually supportive cluster, which combines:

- Production industry (farm to fork in the food chain);
- Knowledge and tech sector;

⁷ Underestimate of total inputs as data on other inputs not readily available at this level

⁸ NB, this does not include those employed by labour providers, which it is believed adds a further 50,000 employees to the sector across this area

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- And government, working together to develop and promote a cluster. Around the World the most progressive areas promote an industry led approach which has active backing from their government who act to facilitate sector growth. Government does this by being really ambitious and ensuring that all the conditions for transformational growth, e.g. infrastructure, skills, easy planning etc., are in place.

It is also important, in a market in which international investors are mobile, for 'government' to demonstrate that it believes in the sector and is prepared to invest.

The concept of branding the cluster was set out in the Holbeach FEZ report (February 2020)⁹:

- Inspiration could come from the terminology used by other leading clusters in the food sector e.g. the Netherlands agri-food cluster located close to the World's largest agri-food University, Wageningen University Research (UR) centre, is termed the '*Food Valley NL*¹⁰ - *shaping the Future of Food*'. Their marketing pitch and website sells the whole food valley 'ecosystem', identifying that the valley is home to 8,000 scientists, 1,500 food and agricultural companies and has been working collaboratively for 15 years to promote the area.

The team leading the Holbeach FEZ delivery (SHDC and LCC) have picked up on this branding and recently started to promote the UK Food Valley, with the FEZ at its' centre.

⁹ SHDC, Lincolnshire County Council, GLLEP, University of Lincoln (2020), Developing & Refreshing a Joint Vision for the Ambition & Delivery of Holbeach Food Enterprise Zone (now the South Lincolnshire FEZ)

¹⁰ <https://www.foodvalley.nl/>

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Food Valley NL describes itself as follows:

Foodvalley is the **primary knowledge-intensive agrifood ecosystem in the Netherlands**. This ecosystem is characterized by many world class innovative agrifood and food-related solutions and by the **cooperation between companies, knowledge institutions, education and governments**.

It offers a platform of resources and opportunities to an (inter)national business network to accelerate innovation and market introduction. And to attract potential partners and investors, thereby stimulating the economy and realizing ambitions in the region and far beyond.

Since its establishment in 2004, Foodvalley NL has built up a deep insight into the challenges of the (ag)food industry and a vast network of companies and knowledge institutions that can help in tackle these challenges effectively.

From its home base in Wageningen, the Netherlands, every day Foodvalley NL works on speeding up the innovation performance of companies, both from the Netherlands and abroad. Our experienced team does so in a way that fits your demands: fast, to-the-point and practical.

The core Food Valley NL team is 28 strong¹¹, and is supported by commercial (fees for facilities and building usage), project income and membership fees from companies (these range from €175-5,000 per year depending on company size and the services required).

Lessons from Other Clusters

There are a number of clear lessons from across the World on what works:

- **Business needs to buy into and ‘own the brand’** - it cannot be a public sector led project if it is to truly succeed. This is because the best advocates for the brand are the businesses which use it. The public sector needs to support and help facilitate the cluster ‘brand’ but it is important to ensure that business is at the heart of decision making for the cluster and the focus it adopts.
- **Have a clear, comprehensive offer** - need clear information on the cluster and the benefits it offers in commercial terms and through supporting infrastructure such as skills and innovation.
- **Be in it for the long term** - Scotland and Eire both have long standing, publicly supported and industry match funded, programmes to promote food exports, whilst in contrast England has had only short term projects. The result has been much faster growth in Scottish exports as long term programmes mean expertise and market knowledge is optimised. A report¹² on the EU’s €200million/year Agricultural Promotion scheme (promotes international food exports), found that maintaining a presence in target markets is essential, with short term projects having less impact than multi-faceted long term programmes. Combining industry and government voices is very effective and gives both parties more confidence.
- **It needs a physical presence or ‘home’ to act as the Hub** - international best practice includes: Agroparc Technôpole d’Avignon¹³ in France, Wageningen in

¹¹ <https://www.foodvalley.nl/our-team/>

¹² Unpublished at present, Martin Collison was part of the Deloitte led team which undertook this work - publication expected autumn/winter 2020

¹³ <http://www.agroparc.com/fr/>

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the Netherlands and Cornell Agriculture & Food Technology Park¹⁴ in the US (also known as the 'Technology Farm'). These hubs group together the research base but also act as physical hubs for industry interaction, in the manner proposed for the new hub building at the South Lincolnshire FEZ. Other clusters of this type often use a University or research centre (public or private) as the hub to provide strong links to innovation, skills and technology support.

- **International Partnership is Critical** - the food chain is international and if the cluster is to attract international companies it has to be promoted internationally. This can include PR, conferences and events, but the best clusters have long standing collaborations in place with leading international companies (whose networks they use) and other leading food clusters with whom they have reciprocal agreements to support mutually beneficial cluster growth.

Examples of International Food Clusters

Rotterdam Food Cluster^{15, 16, 17, 18}, Netherlands

- Initiative of the Economics department of the city of Rotterdam.
- 8,000 food related businesses within the 30km radius (2.2 million inhabitants in the region of the cluster) of Rotterdam inhabited by the cluster.
- 43,000 jobs.
- 25 billion euros of turnover.
- 18 logistics business parks and 230 hectares of expanding agro-logistics. Port of Rotterdam is 2nd largest import port in the world for fresh produce.
- Running a Food for the Future program to drive improvements to the cluster, supported by Erasmus University Rotterdam, Inholland University of Applied Sciences, Rotterdam University of Applied Sciences, Wellant College, Lentiz Education Group, Wageningen UR, Albeda and Zadkine.
- 21,277 food patents.
- Includes Greenport West Holland:
 - The largest international horticulture cluster in the world.
 - Comprised of the municipalities of Barendrecht, Lansingerland, Leidschendam-Voorburg, Midden-Delfland, Pijnacker-Nootdorp, Waddinxveen, Westland and Zuidplaspolder and 100,000+ people live within the Greenport zone.
 - By 2020, 750ha of growing area will have been modernised in the Greenport and they have 5.4 billion euros of horticultural exports.

¹⁴ <http://cityofgenevany.com/cornell-agriculture-and-food-technology-park/>

¹⁵ Greenport West-Holland (2021) "Welcome to Greenport West-Holland". Retrieved from: <https://greenportwestholland.nl/>

¹⁶ Greenport Westland-Oostland. (2015) "Position Paper". Greenport West-Holland. Retrieved from: <https://greenportwestholland.nl/wp-content/uploads/2015/05/PositionPaperGPWO.pdf>

¹⁷ Rotterdam Food Cluster. (2021) "Facts and Figures". Rotterdam Food Cluster. Retrieved from: <https://www.rotterdamfoodcluster.com/en/facts-figures/>

¹⁸ Rotterdam Food Cluster. (2019) "Rotterdam Food Cluster Brochure". Rotterdam Food Cluster. Retrieved from: <https://www.rotterdamfoodcluster.com/content/uploads/2019/01/Rotterdam-Food-Cluster-brochure-2019.pdf>

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- Operates on the triple helix model, supported by businesses of the greenport, municipality and city government and the University of Rotterdam among other knowledge institutions.

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Food Valley NL¹⁹, Netherlands

- Based at Wageningen and established in 2004. It is managed by a board of 7 members headed by Edith Schippers and has over 200-member agri-food companies.
- The organisation's activities are facilitated by 25 staff.
- The companies share information and collaborate to drive innovation, with an online platform: WorldFoodInnovations for members to discover and share innovations in Agrifood, with c. 150 innovations listed and described.
- Manages Thematic networks to advance the industry and drive collaborative innovation. 3 Innovation focus areas:
 - Protein Shift.
 - Circular Agriculture
 - Food and Health
- Services:
 - Organises regular events for networking and information dissemination.
 - Start-up and Scaleup support
 - Accelerate innovations
 - Find Business Partners
 - Help members to expand globally
 - Help members to setup a branch in the Netherlands.
 - Provision of facilities and space.

Wageningen Metropolitan Food Clusters²⁰, Netherlands

- A spin off of Wageningen UR, WMFC comprises an Association, a Foundation and a Business. The WMFC is designed to further research, expertise and best practice to facilitate Metropolitan Food Clusters which they believe can further sustainable food production, by helping develop and design these clusters by working alongside other organisations engaged in the building of such concepts.
- WMFC thus offers a series of tailored services in the realms of: Design and development of Metropolitan food clusters and Agro-parks, Development of Agri businesses, Transformation of Rural Areas, Provision of education and training, Modernisation of food provision, and Government strategies for Agri-food.
- The association operates as a discussion panel and platform for those in the sector.
- The foundation consists of experts, researchers, donators and entrepreneurs who collect funds for research and oversee research.
- The Business is a multidisciplinary team who implement the ideas proposed and funded by the association and foundation.

Agroparc Avignon²¹, France

- Founded in 1989 by the government economic partners of Avignon, Vaucluse and the PACA region (Provence-Alpes-Cotes-d'Azur) with an aim to create a cluster for companies and people to live in that served all their needs.

¹⁹ <https://www.foodvalley.nl/>

²⁰ Wageningen Metropolitan Food Cluster (2021). Retrieved from: <https://www.wmfc.nl/>

²¹ Agroparc (2021) "Agroparc Technopole D'Avignon". Agroparc Avignon. Retrieved from: <https://www.agroparc.com/fr/>

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- Managed by a board of 7 full members, 13 active members and 2 associate members. With a bureau composed of the active members to manage the day to day running.
- Home to over 450 companies with over 6,000 employees. Anchor businesses and organisations include McCormick, Philagro, Naturex, Dreyer, INRA and CTCPA.
- Hosts the CREATIVA centre, the largest start-up incubator space in the PACA region. A member of the RETIS (the national innovation network).
- Hosts a teaching centre with over 6,000 students and 600 teaching staff.

Scotland Food and Drink²²

- Dispersed virtual cluster, operating as a support association and organisation to enable the collaboration of the public and private sector to drive progress in the industry in Scotland.
- A collaboration of 10 industry bodies, 5 public sector organisations and one knowledge institution with 460+ industry members.
- Managed by a board of 12 officials drawn from industry and government. Also have a 18 strong partnership board, comprised of multiple likeminded organisations to meet the 2030 ambitions of the industry and its segments.
- Team of 27 staff to support the food and drink industry and members.
- Food and Drink industry in Scotland is worth £14 billion per year.

Norwegian Centre of Expertise: Seafood Innovation^{23, 24}

- Founded in 2015.
- Located all along the Norwegian Coastline, comprised of 89 members, support organisations, knowledge institutions, governmental organisations, and trade bodies.
- The Cluster has 13 members in Industry involved in the farming and fishing of fish, processing, as well as the production of equipment for the whole supply chain. Also has 13 industry partners from genetics, to farming to EY for finance and accounting. 2 Risk Capital Fund partners who provide finance to the cluster (Farvatn and Momentumpartners).
- 11 knowledge institutes and organisations support the cluster, providing research, technical support and education services, (e.g. 30 seafood trainees graduated in June 2019 from the Seafood Trainee program, and 33 new trainees entered the scheme in August 2019).
- The cluster works together to solve industry challenges (e.g. Sea Lice), to boost entrepreneurship and to attract capital to grow the fisheries sector in Norway.
- Executives of the members and partners come together in the Executive Seafood Forum to discuss, collaborate, exchange ideas and drive the cluster forward.

²² Scotland Food and Drink (2021) "About Us". Scotland Food and Drink. Retrieved from:

<https://scotlandfoodanddrink.org/>

²³ https://seafoodinnovation.no/wp-content/uploads/2020/03/SI-Status-Report-2019-web_endelig.pdf

²⁴ <https://seafoodinnovation.no/>

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Smart Food Cluster Lithuania²⁵

- Founded 2013 and managed by the Lithuanian food exporters association
- 32 members, including 6 international companies, 3 universities, 13 domestic SMEs and 10 large companies.
- Member of the Eastern European food clusters network: (EEfood.net) and 3 EU food orientated development projects.
- Mission is to help their members in gaining competitiveness in foreign export markets by collaborating to share competencies, contacts and capabilities to fully utilise the capital of the food sector.
- Services include:
 - Facilitating cooperation for participating in foreign exhibitions
 - Cooperation with institutions to supervise food sector export issues
 - Joint export promotion activities
 - Assistance in finding overseas partners
 - Joint marketing tools and information dissemination of best practices
 - Cooperation and projects with knowledge institutions to develop new products and services.

39 North St Louis²⁶, USA

- 39 North is run by a working team comprised of officials from St Louis County, the City of Creve Coeur, and from private sector staff representing Bayer, Donald Danforth, Olivette, the BRDG Park, the Helix Incubator, and the St Louis Partnership.
- 600 Acre Innovation district, based on a master plan costing \$500,000 financed by the Department of Commerce, with the aim to market the area, which is already home to several businesses to attract new investment, talent and companies to advance the regions plant and life sciences industry by creating an attractive area professionals want to live and work in.
- Various government support projects include:
 - Redesign and improvement to the access junction was provided with \$4 million grant from the Federal Highway Administration and \$1 million of match funding from St Louis County. Old Olive an area within the zone received \$450,000 from the county, and \$50,000 from the local city government to revamp. Great Rivers Greenway provided \$400,000 for 39 North to construct bike and pedestrian paths.
- Existing district assets (Key Anchor Companies) include:
 - Donald Danforth Plant Centre, which has:
 - 350+ Employees from 20+ Countries
 - 1 Acre + of Green house space.
 - 300,000 sqft + total space
 - 75,000 sqft + of Laboratory space
 - \$33 million annual operating budget.
 - \$50 million invested in core research technologies.
 - Provides c. \$350 million of economic impact to the St Louis Region.

²⁵ <http://www.smartfoodcluster.com/>

²⁶ 39 North (2021) "39 North St Louis: About Us". 39 North. Retrieved from: <https://39northstl.com/about/>

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- Has raised c \$250 million of government, industry, and foundation science funding.
- Over 1,300 scientific papers published.
- Helix Centre Incubator
 - Destination location for bioscience, agri-tech, and plant-science start-ups.
 - 33,000 sqft of Lab and office space.
 - Financing and collaboration initiatives provided.
- Bioresearch and Development Growth (BRDG) Park.
 - 270,000 sqft total space.
 - Access to the Danforths \$50 million of research equipment.
 - Comprised of the 110,000 sqft LEED Gold building. A home for start-ups, IP attorneys, and the headquarters in North America of Bayer Crop Science and Seeds.
 - EDGE Building completed in 2020, has 160,000 sq ft of space and is the HQ of Benson Hill. Space remains available, the complex has comprehensive facilities including for employee welfare.

Other New Clusters

As well as the more established food clusters, outlined above, a series of new clusters are currently being developed. This includes a major investment in Dubai and further clusters in the USA, including:

Dubai Food Park^{27, 28}, UAE

- Announced in 2017 by Dubai's ruling Sheikh, it is a \$1.5 billion development.
- Located within the 550 million square foot Dubai Wholesale City, the food park will be a subsidiary of this management body which is run by the ruling families of the UAE.
- Aims to become the central hub for the Middle East's food processing industry.
- Partially funded by Ningxia Forward Fund Management who invested \$367 million into the project in 2017.
- The food park will therefore include a China-UAE Food Industrial Cluster. This cluster will span 4.28 million square feet and become home to c. 30 food plants include 2 Chinese catering companies, and two manufacturing plants for advanced food packaging materials.

Mid-West Food Industry Cluster²⁹, USA

- Developed as an industry lead cluster in partnership with the City of Geraldton and Mid-West Development Commission.
- Development began in 2019.

²⁷ Chesters, C. (2017) "\$367 million deal signed for China-UAE Food Industrial Cluster". Catering News. Retrieved from: <https://www.hotelnewsme.com/catering-news-me/367mn-deal-signed-china-uae-food-industrial-cluster/>

²⁸ Arabian Business (2017) "Construction Continues on \$1.5 billion Dubai Food Park" Arabian Business. Retrieved from: <https://www.arabianbusiness.com/construction/407617-construction-continues-on-15bn-dubai-food-park>

²⁹ <https://mwcci.com.au/2020/02/28/mid-west-food-industry-cluster/>

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Annex 2 - GLLEP Agri-Food Vision Paper Autumn 2020

Greater Lincolnshire first set out a vision for its agrifood sector in spring 2014³⁰, when it stated that:

The Greater Lincolnshire agri-food sector will double its contribution to the economy by 2030 through an ambitious programme of investment in productive capacity, skills and knowledge to drive an increase in high value added sales to UK and export markets

Recent internal work by the LEP suggests that from 2012 (the baseline used for the 2014 sector plan), the sector's GVA grew from £3.5bn to £4.7bn in 2018, or by over 35% in 6 years. If this growth rate is sustained the sector would deliver the original target to double its GVA by 2030. However, since 2014, the political and commercial context for the industry has changed and this necessitates a re-evaluation of how this growth rate can be sustained.

A Changing Context

Since 2014: Brexit; the introduction of the National Living Wage (NLW); an acceleration of digital technology; Covid-19 and a growing focus on the link between diet and health; and, climate change³¹, have combined to cause a major shift in the context in which the food industry operates.

However, throughout this period Greater Lincolnshire's food chain has continued to invest strongly with 43% of new jobs in the area in the sector. Inward investors have been attracted to the sector and the LEP have re-affirmed and, in the light of Covid-19, increased their focus on the agrifood sector as a key driver of regional growth.

The UK's exit from the EU and Covid-19 have reset the context in which every regional economy in the UK is working and reinforced trends for a greater focus on:

- **Sustainability** - global (UN SDGs), EU Green Deal and the UK's 'Build Back Better', combines with growth in the priority given to sustainability by industry and consumers, meaning that it is not an optional extra for any business or industry which wants to retain consumer and political support. Sustainability leadership is therefore now a key differentiator for high growth;
- **Internationalism** - the focus on Global Britain and a recognition that major challenges, e.g. climate change, food and poverty alleviation, disease control, are international issues, means the UK with its strong institutions and global reputation for science and technology, should seek to lead these global agendas;
- **Interconnectivity** - given the very rapid reconfiguration of physical supply chains and an explosion in demand for digital connectivity and solutions, there is a need to lead the development of slick, digitally enabled and connected supply chains.

³⁰ Greater Lincolnshire LEP (2014), Greater Lincolnshire Agri-food Sector Plan 2014-2020

³¹ In a post Covid world the focus is on 'Building Back Better', which is normally taken to mean more sustainably, with a greater focus on health and addressing the 'left behind' areas and communities

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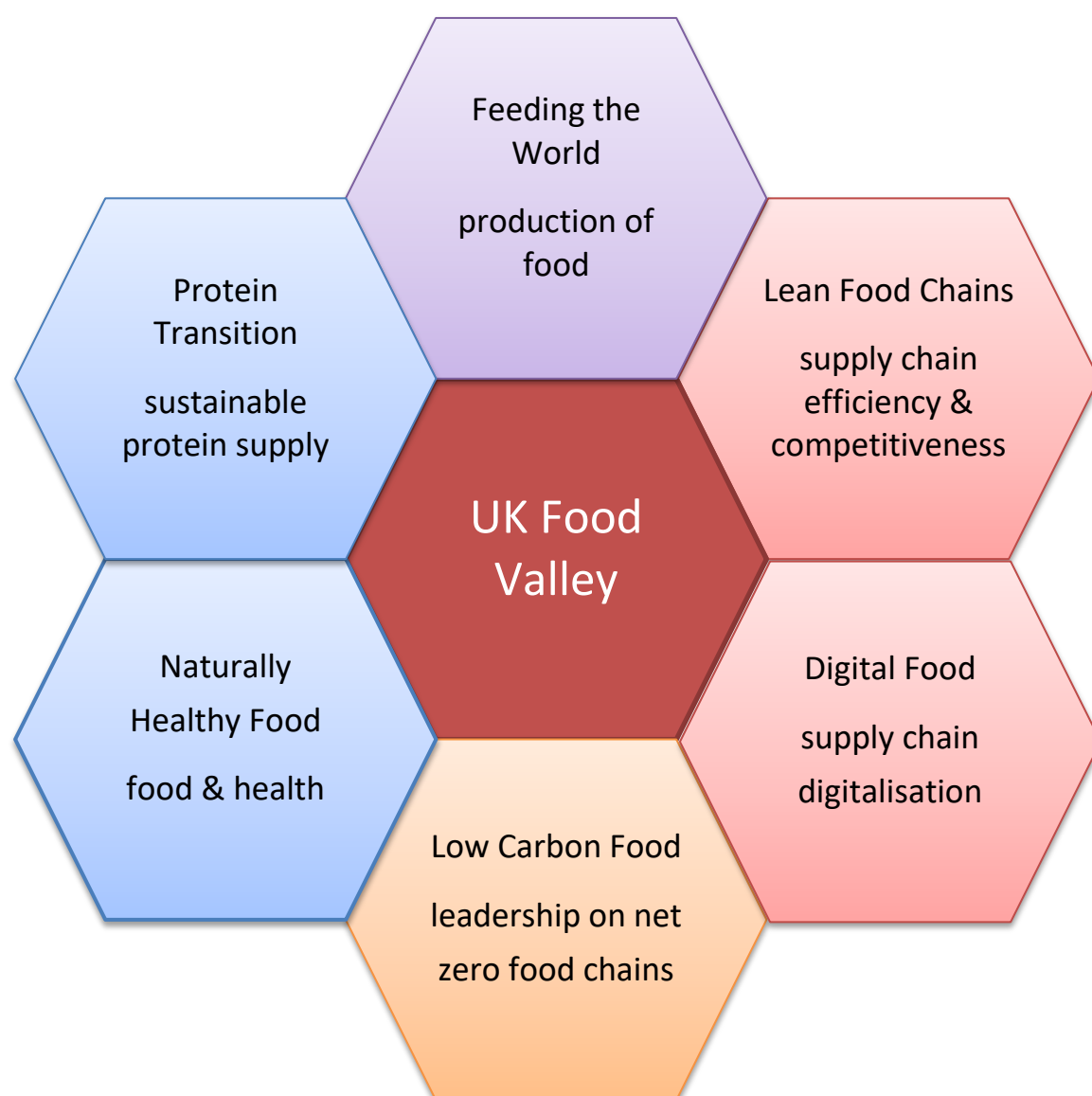
Vision 2030 - Greater Lincolnshire's Food Chain in 2030

The proposed approach is to develop a 'UK Food Valley' ecosystem focused on a few themes in which we can provide thought and delivery leadership, to address two key questions:

- What do we want to be known for?
- How to do we communicate a clarity of vision nationally and internationally to attract further investment and partnership opportunities to our food chain?

Given the international nature of our food chain (more than 75 large national and international food companies in the area), it is important to focus on the global drivers of the food chain to enable the region to attract investment from international companies and supply chains, by aligning with the UN Sustainable Development Goals (SDGs) and the role the food chain plays in their delivery.

The UK Food Valley - Sustainable Food from Land & Sea



Paper 1 – UK Food Valley – Sustainable Food from Land and Sea

The UK Food Valley - Sustainable Food from Land & Sea

Theme	Alignment with UN Sustainable Development Goals ³²	Alignment with Greater Lincolnshire Local Industrial Strategy (LIS - June 2020 draft)	Opportunity
Feeding the World	<p>Goal 2 Zero Hunger - In 2019, 750 million people were exposed to severe levels of food insecurity and an estimated 2 billion people did not have regular access to safe, nutritious and sufficient food in 2019</p> <p>Goal 8 Decent Work and Economic Growth - which includes the need to deliver good jobs and growth without transgressing planetary boundaries or ecological limits</p>	Agrifood is 18% of the local economy (3% nationally), the source of 43% of new jobs locally and the heart of food innovation through the Lincoln Institute for Agrifood Technology (LIAT), National Centre for Food Manufacturing (NCFM), Riseholme College and three Food Enterprise Zones. As new technologies develop there will be opportunities to deliver food more efficiently to a growing global population	Greater Lincolnshire's food businesses have the scale, capacity and ambition to grow accelerating sector growth, substituting imports and increasing exports. The opportunity for Greater Lincolnshire is to capitalise on these trends and use innovation to improve productivity not only locally but in food production across the globe, taking a leadership role for this sector nationally
Lean Food Chains	Goal 12 Responsible Consumption & Production - an estimated 1.3 billion tons of food, worth around \$1 trillion - ends up rotting in the bins of consumers and retailers, or spoiling due to poor transportation	The LIS commits to increasing the international competitiveness of its agrifood sector by championing automation and resource efficiency to benefit its food chain. The LIS also sets out plans to develop a	Greater Lincolnshire based R&D and innovation teams have spearheaded the development of Europe's largest digital food chain team in the last 5 years. This positions the area to lead this agenda as the

³² UN (2017), Sustainable Development Goals 2015-2030

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Theme	Alignment with UN Sustainable Development Goals ³²	Alignment with Greater Lincolnshire Local Industrial Strategy (LIS - June 2020 draft)	Opportunity
Digital Food	and harvesting practices Goal 9 Industries, Infrastructure & Innovation - 96% of the world's population lived within reach of a mobile-cellular signal (2018), and 90% of people could access the Internet through a 3G or higher-quality network	Memorandum of Understanding with BEIS, DEFRA and UKRI to collaborate on development of a local innovation plan for priority sectors building on the area's traditional strengths in manufacturing. This will link to emerging relevant sector deals and Made Smarter, which features the food sector	speed of technology adoption accelerates. The development of automation, energy and waste efficiency technologies and a focus on manufacturing, positions the region well to lead the development and deployment of lean manufacturing principles to the food chain, building on local industry champions
Protein Transition	Goal 2 Zero Hunger - In 2019, close to 750 million people, nearly 10%, were exposed to severe levels of food insecurity and an estimated 2 billion people did not have regular	The LIS includes a focus on Health and Care with a particular focus on ageing. As people age their nutritional needs change, they need more protein and fresh produce and	Greater Lincolnshire is the centre of the UK fresh produce (vegetables, salads and fruit) and fish sectors, both of which are naturally healthy foods with clear

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Theme	Alignment with UN Sustainable Development Goals ³²	Alignment with Greater Lincolnshire Local Industrial Strategy (LIS - June 2020 draft)	Opportunity
Naturally Healthy Food	access to safe, nutritious and sufficient food in 2019 Goal 14 Life Below Water - marine fisheries directly or indirectly employ over 200 million people	less carbohydrates, which fits well with the profile of Greater Lincolnshire's food sector	recommendations to increase consumption. It is also a major producer of potatoes, cereals and lean meats, including poultry, eggs and pork products, which are part of a balanced diet. This strong local focus on healthy foods positions the sector well for growth as the focus on dietary health and sustainable protein grows post Covid and due to an ageing population

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Theme	Alignment with UN Sustainable Development Goals ³²	Alignment with Greater Lincolnshire Local Industrial Strategy (LIS - June 2020 draft)	Opportunity
Low Carbon Food	Goal 13: Take Urgent Action to Combat Climate Change and its Impacts - 2019 was the second warmest year on record and the end of the warmest decade (2010-2019) ever recorded. Carbon dioxide (CO2) levels and other greenhouse gases in the atmosphere rose to new records in 2019	The LIS seeks to support clean energy generation, storage and distribution, and maximise benefits from the energy cluster by adopting new 'whole of system' thinking to manage energy and support industrial decarbonisation. This will be enabled by innovation and the adoption of digital technologies. The LIS also aims to increase the capacity of the area's ports and logistics sector to deliver clean growth by helping deliver the Clean Maritime Plan and by facilitating modal shift to rail freight	Greater Lincolnshire has a large and rapidly growing low carbon sector and is championing smart grids and similar technologies. Its research base has focused on more efficient food cool chain solutions and reductions in waste. The growth in the use of AD, solar and wind power in the sector is strong. Foods such as fish, white meat and fresh produce also have lower carbon footprints. The industry is also developing new ports and logistics solutions with an emphasis on using lower carbon transport options

Greater Lincolnshire LEP Board

19th January 2021

Via MS Teams

Draft Minutes

Present: Board Directors:

Pat Doody - Chair (Non-Executive Director), Cllr Philip Jackson - Vice Chair (NELC), Sarah Louise Fairburn - Vice Chair (Imp & Maker), Cllr Craig Leyland (ELDC), Cllr Colin Davie (LCC), Cllr Oliver Hemsley (RCC), Cllr Rob Waltham (NLC), Alric Blake (AllTech), Darren Cunningham (Phillips 66), Dean Fathers (Health), Gary Headland (Lincoln College, IOD and Lincs Chamber), Suraya Marshall (RAF Cranwell), Mandy Watson (Ambitions Personnel), Alison Ballard BAE Systems), Nick Worboys (Longhurst), Zoe King (Epix Media), Yvonne Adam (Youngs Seafood),

Apologies: Debbie Barnes (CX LCC), Simon Green (NLC), Andrew Crookham (Accountable Body & S151 Officer)

Observers: Peter Holmes (BEIS), Clive Tritton (NELC), Stephen Fidler (DfT)

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

For Agenda items: David Gwynne (Consultant Team Humber Freeports)

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

The minutes from the Board meeting held on 6th November 2020 were accepted as a true record.

Matter Arising:

- ❖ Top 150 Businesses engagement. The meeting dates have now been chosen with virtual sector meetings being held in February and March. These will focus mainly on a discussion with key stakeholders across Greater Lincolnshire on the impact of Covid, Brexit and what their plans, views, ambitions for the future for the area. Board members will be invited to the meetings and would like as many as possible to attend. The first sector meeting will be the Agri-Food sector and would like the Chair of the Food Board to attend and the next will be the Manufacturing Sector.
- ❖ Successful recruitment of Data Analyst who will be working with the Policy & Research Manager.
- ❖ Recruitment for a Skills & Development Manager, 45 applications received and interviews will take place over the next two weeks.
- ❖ Recruitment of Head of Operations, Sector Coordinator and Project Administrator is currently being evaluated as they will be employed by LCC, hope to go to advertising first week of March and in post by May.
- ❖ Consultant brought in for specific items, ie, Overlap Transition of GLLEP and Humber LEP.

Actions:

- ❖ List of Top 150 businesses to be shared with Board Directors - James
- ❖ Letter to Matt Warman MP and response circulated to Board Directors - Cathy.
- ❖ Local Area Energy Plans - subject to board approval - circa £20,000 to be used to develop a LAEP.
- ❖ Digital infrastructure - Local Authorities lead on future plans

Actions Log (Paper 1.2)

Noted

Papers 1.3 (Investment Board & Appointments Committee Notes)

No comments regarding Investment Board, Appointments Committee needs one amendment in that Dean Fathers will continue in the role as Diversity lead.

Chairs Report (Item 2 - Verbal)

- Economic Development survey is due to be held in February, which may show the impact of the latest lockdown.
- Furlough and redundancy levels are below the national average, apart from the Tourism sector which has been hardest hit.
- Cllr Hill has written to the Tourism Minister requesting business rates and VAT remain reduced.
- Jobs Fair on 25th February - asked Board Directors to promote and Greater Lincolnshire MPs are happy to contribute.
- Recent letter to the Chancellor regarding budget asks for Greater Lincolnshire - to be circulated to Board .
- Discussion took place regarding Covid vaccinations and that critical sectors such as Food and Manufacturing should be prioritised.

Comments:

- Cllr Leyland sits on the Lincolnshire Outbreak Board - there is a need to understand how businesses will cope once lockdown is finished.

Actions:

- ❖ Budget Ask letter to be circulated to Board
- ❖ Circulate feedback from the meeting held with Greater Lincolnshire MPs.

Board Development (Paper 3)

- Following the Board Strategy session on 8th December, it was agreed that the Board would concentrate on sectors where they could make a difference, ie, defence, health, housing, rather than areas such as infrastructure, digital which are the responsibility of local authorities.
- Suraya has agreed to hold a "teach in" session on the 24th February for all Board Directors on the Defence Sector, future sessions on health, decarbonisation etc
- Board members would also like to see much more PR and messaging from LEP to support objectives, to see the website highly valued and maintained and want spread the message about strength of this place and convey sense of opportunity. Would like to hold events with SMEs and wider stakeholders as they realised that they need to connect with this very diverse base.

Humber Freeport Bid (Paper 4 - David Gwynne)

- Ruth Carver introduced this item and updated the Board on progress since the last meeting, and to explain any implications for the LEP and to ask the Board Directors to delegate any final submission to the Chair and Chief Executive.
- David Gwynne is working on behalf of ABP and informed the Board that the bid is due to be submitted in the next two weeks, due on 5th February 2021. There is much in the bidding document to suggest that the Humber is well placed to submit a strong bid and, arguably, uniquely positioned to meet the objectives set out in the guidance. However, the level of information and analysis required by the bid process is significant and the complexity of the work needed to stitch together the assets and aspirations of each part of the Humber into a compelling single proposal will create challenges given the short timescale. It will require absolute commitment across the region to a joined up approach.
- A presentation regarding Freeports was then given by David.

Actions:

- ❖ That the Chair and CX be given delegated authority to support the bid and provide letters of support

Pete Holmes left the meeting

East Midlands LEPs Priorities (Paper 5)

- East Midlands LEPs (GLLEP, D2N2 and LLEP) meet frequently and their initial priorities are:
 - Carbon Turnaround
 - Digital Industrialisation
 - Health & Med Tech
 - Connectivity
- The Board discuss East Midlands LEP outline priorities and agreed with the suggestions. Collaboration with other areas were discussed, such as Hull and East Yorkshire, New Anglia and Greater Peterborough and Cambridgeshire.

Output from Strategy Session (Paper 6)

- LEP Board Strategy session was held on the 8th December 2020 and focussed on identifying the top 5 priorities for the LEP Board and for the Place over the next 3 years. This is in order to provide more focus in our activities, guide resource more effectively and enable more detailed board involvement.
- It was agreed that a working group would be convened to take forward some of the actions outlined at the meeting. The working group would present their findings at the February LEP Board.

CX Report including Quarter 3 Financial Update (Paper 7)

- This report provides an overview of LEP team activities since the last Board meeting and it incorporates both Covid-19 specific activity and business as usual. The report is split into five parts, reflecting the different strands of LEP activity: 1) LEP programmes 2) Strategy 3) Industry Councils, sector groups and external partnerships 4) Engagement and promotion 5) Governance, Operations and Finance.
- A Collaboration Board has been set up with the current Humber LEP so that collaboration can continue between GLLEP and both banks of the Humber, this will continue when the Hull and East Riding of Yorkshire LEP is established, ie, working through what Boards are in the Humber LEP that will be part of GLLEP structure, continue to support the South Humber businesses and marketing the Humber.
- To make aware to the Board that a complaint had been received regarding the "Getting Building Fund" for the Skills Capital Fund. Robust and independent investigation carried out and the complainant has been informed of the result. This was discussed at the Investment Board.
- Annual Performance Review will be held on the 1st February, with evidence needed to be submitted by 20th January. Believes that GLLEP will be challenged on deliverability.

Budget Update (Paper 7.1)

Board Directors were asked to note the current position in terms of Quarter three finance both core and grant funding.

Forward Plan (Paper 8) - CX

Noted.

Any Other Business

None.

Meeting closed

LEP Board Decision Log for the year to date

Date	Decision Making Body	Decision Made
31/01/2020	LEP Board	<ul style="list-style-type: none"> Agreed to accept the offer from SUFC regarding legal costs. Health & Care Enterprise Committee and Food Committee to hold a joint meeting to explore common areas
30/03/2020	LEP Board	Meeting cancelled
29/04/2020	LEP Board	<ul style="list-style-type: none"> Decision on the GLGF was deferred pending a wider discussion on repurposing LEP funds Sarah Louise Fairburn was appointed as Private Sector Deputy Chair Dean Fathers was appointed to the Investment Board A monthly zoom call with our 10 local MP's is being established during Covid - action from the first call is collective lobbying on increased broadband speeds - action for a collective letter and PR. Annual Budget for core funding was agreed by the Board Draft delivery plan agreed subject to final sign off by the Board by email, and further guidance from CLG Draft Lincolnshire Recovery Plan to come back to the June Board for a business view Refresh LIS to be considered at the June Board
10/06/2020	LEP Board	<ul style="list-style-type: none"> Circulate Annual Delivery Plan to be signed off by Board Directors by 10th July 2020. Agreed that Clare prepare a letter for Government incorporating views of the Board, employers and the ESB LEP will work with DWP and SHDC on redeployment and retaining Amended LIS to be published locally subject to further business engagement and buy in from the business community.
24/07/2020	LEP Board	<ul style="list-style-type: none"> Report on progress on board membership noted Chairs/vice chairs of Strategic Advisory Boards to be invited to attend future Board meetings - Forward Plan Impact of Covid-19 - LEP Board approved the paper and agreed the new actions Re-purposing funds for Recovery Post Covid-19 - Option C was favoured reallocation of £2.4m, with a contingency amount of funding for flexibility purposes of up £500,000 for future use. The

		<p>£700,000 allocation of additional resources to the LEP for the activity above was approved, with business cases being developed for Digitisation, responding to redundancies, supply chain and transforming skills being bought back to a subsequent board to discuss and agree. Budget would be incorporated into the budget process, and reporting on progress would be undertaken through the normal quarterly reporting mechanisms.</p> <ul style="list-style-type: none"> • Finance & Audit Report - 19/20 Financial Statement was approved by the Board and agreed for publication and 19/20 Audit Report was approved by the Board
26/08/2020	LEP Board	<ul style="list-style-type: none"> • Approval of minutes from 24th July 2020.
30/09/2020	LEP Board	<ul style="list-style-type: none"> • Seek vice chair nominations for all boards • In the New year 2021 Officers to arrange an additional workshop on the Local Assurance Framework • GL CSR asks - Board Directors to discuss with their link or local MP • Equality and Diversity Action Plan to be developed • Reallocation of funds for Team Lincolnshire from MIPIM to Team Lincolnshire Business Plan - £15,000. • ESAP member to join the Centre for Better Ageing board.
06/11/2020	LEP Board	<ul style="list-style-type: none"> • Approval of appointment of auditor continuation - subject to approval of the accountable body • The LEP Board approved the direction of travel for Humber Freeports proposal to be developed • Agreed to forward a Collaboration Board between Humber and Greater Lincolnshire LEP • The Board approved the Recovery plan, and delegated the final sign-off to the Chair and Chief Executive.
05/01/2021	LEP Board Electronic Approval	<ul style="list-style-type: none"> • Electronic approval given to the appointment of Darren Cunningham to the LEP Board.
19/01/2021	LEP Board	<ul style="list-style-type: none"> • That the Chair and CX be given delegated authority to support the bid and provide letters of support

GREATER LINCOLNSHIRE LEP BOARD ACTION LOG

Date	Item	Action	Actioned by	Status
27/09/19	Minutes	Growth Hub to provide an update on sectoral coverage within the next annual review	Samantha Harrison	ongoing
27/05/2020	Board Briefing	100 top companies to be split into 5 groups of 20. A series of 5 calls with two or three Board members supporting each of the calls to the top 100 companies, but will include those below the top 100. JB to organise, either by sector or geography. A set of the same questions to be used for each group so that comparisons can be made.	James Baty	Ongoing - starts Jan 2021
24/07/2020	Board Meeting	<p>Complete Defence Sector Board</p> <p>Update the Board on the diversity and equality at the November meeting.</p> <ul style="list-style-type: none"> North Lincolnshire, North East Lincolnshire, Rutland to supply key stakeholders Seek outline business cases for the four remaining areas of Programme for Jan Board of digitisation, responding to redundancies, supply chain and transforming skills. JB to develop an economic dashboard to share regularly with the LEP Board, and wider partners and publish. 	<p>Alison Ballard</p> <p>Dean Fathers/Gary Headland Halina Davies</p> <p>James Baty</p>	<p>Recruitment closed</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing - economic analyst in place</p>
26/08/2020	Board Meeting	<ul style="list-style-type: none"> Organise a virtual meeting northern lincs with British Steel and other identified businesses - Sir John Peace 	Kate Storey	Postponed
06/11/2020	Board Meeting	<ul style="list-style-type: none"> Job and Careers Fair - a note for the next board pack on key performance indicators, and evaluation, as well as ensuring that under-represented groups are targeted and measured against activity. 	Clare Hughes	Outstanding

		<ul style="list-style-type: none"> • Circulate to the Board both the letter from GL and the response from Matt Warman Digital Minister, following the discussion at Board. • Briefing on Hunan for Alison Ballard. • Copy of the full audit report to Alison Ballard • Brexit - The executive were tasked with developing an implementation plan • Local Area Energy Action Plans - Need to look at funding and priorities that can be achieved in a short time and seek funding from local partners • Ask the local authorities to develop a Greater Lincolnshire Digital Strategy Group to take forward joint actions, such as digital mapping and evidence base, digital investment strategy and joint bids. • Arrange a follow up meeting with Chairs to explore next steps, briefing MPs and commonalities 	Cathy Jones Kate Storey Kate Storey Samantha Harrison Andy Brooks/Ruth Carver LEP Strategy Group East Mids	Outstanding Complete Complete Outstanding Outstanding Underway
19/01/2021	Board Meeting	<ul style="list-style-type: none"> • List of Top 150 businesses to be shared with Board Directors - James • Letter to Matt Warman MP and response circulated to Board Directors - Cathy. • Local Area Energy Plans - subject to board approval - circa £20,000 to be used to develop a LAEP. • Digital infrastructure - Local Authorities lead on future plans • Budget Ask letter to be circulated to Board • Circulate feedback from the meeting held with Greater Lincolnshire MPs. • 		

Paper 3 –Skills for Jobs DfE White Paper

Publication	Public Paper (published					
Meeting date:	26 th February 2021					
Agenda Item:	7					
Item Subject:	Skills for Jobs DfE White Paper					
Author:	Clare Hughes					
For:	Discussion	X	Decision		Information	

1 Summary:

- 1.1 The Skills for Jobs White Paper, published in January 2021, sets out Government's intentions for the post-16 technical education and training system to support people to develop the skills needed to get good jobs and improve national productivity.

It outlines measures to:

- give employers a greater say in the development of skills training
- provide advanced and higher level technical skills
- provide a flexible, lifetime skills guarantee for people
- simplify and reform funding and accountability for providers
- support outstanding teaching

2 Proposals in full

2.1 Putting employers at the heart of post-16 skills

- Give employers a (statutory) leadership role in the production of "Local Skills Improvement Plans" role working with further education colleges, or any school sixth form, academy or training provider who delivers technical training, in order to shape technical skills provision so that it meets local labour market skills needs.
- Pilot "Local Skills Improvement Plans" in a small number of trailblazer areas, exploring an approach where they are led by accredited Chambers of Commerce and other business representative organisations, to ensure the most effective models of employer representation are created.
- Make strategic development funding available in 2021-22 in a number of pilot areas to support colleges/providers to reshape their provision and address local priorities that have been agreed with local employers through the Local Skills Improvement Plans.
- Ensure the government has up-to-date and expert advice on the labour market and skills gaps from the national Skills and Productivity Board, informed in part by the work of the local Skills Advisory Panels (SAPs).
- Align the substantial majority of post-16 technical and higher technical education and training to employer-led standards set by the Institute for Apprenticeships and Technical Education, so skills provision meets skills need.
- Continue to improve and grow apprenticeships so more employers and individuals can benefit from them as part of the lifetime skills guarantee.
- Improve the quality of traineeships to better support young people in transitioning to apprenticeships and other occupations.
- Continue to support participation in English, maths and digital training to meet employers' needs and support people to progress in employment or further study.

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- Invite proposals through the strategic development fund to establish college business centres within FE colleges that will work with employers in a designated sector on business development and innovation.

2.2 Advanced technical and higher technical skills

- Use the new £2.5 billion National Skills Fund to enhance the funding to support adults to upskill and reskill. This will include an offer, backed by £95 million in 2021-22, for all adults to achieve their first full advanced (level 3) qualification as part of the lifetime skills guarantee.
- Expand the Institutes of Technology programme to every part of the country by the end of this Parliament, to spearhead the increase in higher-level technical skills in science, technology, engineering and maths.
- Continue to roll out T levels, to prepare students for entry into skilled employment or higher levels of technical study, including apprenticeships.
- Reform higher technical education (levels 4 and 5) with a new approval system based on employer-led standards.
- Create clear progression routes for students towards the higher-level technical qualifications that employers need.

2.3 A flexible lifetime guarantee

- Implement the flexible lifelong loan entitlement to the equivalent of four years of post-18 education from 2025.
- As a pathway towards the lifelong loan entitlement, stimulate the provision of high-quality higher technical education (levels 4 and 5), as work goes towards making it as easy to get a student finance loan for an approved higher technical qualification as it is for a full-length degree.
- Introduce pilots to stimulate higher technical education and incentivise more flexible and modular provision.
- Determine how best to stimulate credit transfer between institutions and courses.
- Consult on the detail and scope of the lifelong loan entitlement in 2021.
- Improve how teaching is delivered so that it is more accessible, with the use of digital and blended learning.
- Provide clear information about career outcomes through occupational maps, wage returns data and ensuring providers give pupils information about all options.

2.4 Responsive providers supported by effective accountability, governance and intervention

- Simplification and streamlining of funding for Further Education to support high-value provision relevant to the labour market, with elements of simplified and streamlined funding to be tested ahead of consultation.
- Give more certainty to providers over their funding, including considering how to move to a multi-year funding regime.
- Reform the accountability approach, relaxing ring-fences and reporting, and instead focusing on outcomes.
- Introduce new accountability structures to underpin the delivery of Local Skills Improvement Plans.

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- Continue to invest in the college estate, to transform facilities and enable high-quality provision.
- Introduce new powers for the secretary of state for education, so the government can intervene quickly and decisively in cases where there are persistent problems that cannot otherwise be addressed, either with colleges not delivering effectively or where local providers are unable to deliver the skills priorities for that area.
- Strengthen the governance of colleges by taking a clearer position on what good governance and leadership looks like, and placing specific requirements on colleges and other provider types.
- Ensure that subcontracting practices improve educational outcomes.

2.5 Supporting outstanding teaching

- Launch a national recruitment campaign for teachers in FE settings.
- Base initial teacher education on employer-led standards.
- Improve the provision of high-quality professional development and support progression for teachers.
- Facilitate a strong relationship between industry and providers.
- Support apprenticeships teachers and lecturers with a tailored professional development offer.
- Introduce comprehensive workforce data collection.

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2.6 For discussion:

1. How does the LEP Engage with the Skills Agenda and the proposals in the White Paper?	Discussion
<p>There is a lot in the White Paper and it isn't possible to cover all of the subjects in one meeting. Some proposals are intentions that may not come to fruition for some time, some are a continuation of the pilot work that has been taking place, and that we have participated in over the last few years (e.g the Career Learning Pilot, and the development of Skills Advisory Panels) and some of it provides an opportunity for employers to directly influence the local training offer.</p> <p>The Employment and Skills agenda is covered in more detail by the LEP's Employment and Skills Advisory Panel (EASP) which meets on monthly basis. Directors might want to look at particular elements of the White Paper and/or task the ESAP with further work in light of discussions today.</p> <p>Do Board members want to understand more about the lifelong learning guarantee highlighted in the Paper, and the issues around the uptake of learning loans by adults, for example? Or to hear about the on-going work to choose the Providers who will deliver the new 2.9billion Restart scheme that the Chancellor announced last year designed to help over million people back into work. How would Directors like to hear about other skills pilot work taking place, e.g. Digital Bootcamps, or the work going on in some LEPs around employment and disability?</p> <p>Could Employment and Skills be the subject of a future separate 'teach-in'?</p>	<p>Employment and Skills covers a wide range of issues, and there are a number of existing, as well as new solutions and schemes to tackle the challenges faced by people and business.</p> <p>Are there particular things within the White paper you would like to focus on as a Board, and is there anything in particular that you would task the Employment and Skills Advisory Panel (ESAP) with?</p>

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<p>2. Employment and Skills Advisory Panel (ESAP) - Local Skills Reports</p> <p>Skills Advisory Panels (SAPs) bring together employers, skills providers and key local stakeholders to better understand and resolve skills mismatches at a local level. There are 36 SAPs across England as part of Mayoral Combined Authorities and LEPs. Greater Lincolnshire's Employment and Skills Advisory Panel (ESAP) was borne out of the existing Employment and Skills Board when it took on the roles and responsibilities DfE set out in December 2018 and which they required to be implemented by October 2019. DfE also required SAPs to produce an initial analysis of the labour market, and it approved Greater Lincolnshire's first report in January 2020:</p> <p>https://www.greaterlincolnshirelep.co.uk/assets/documents/SAP_Analysis_FINAL_Pre-Covid_20_Aug_2020.pdf</p> <p>In December 2020 the Department for Education (DfE) published new guidance to SAPs which requires them to produce a new publication called a Local Skills Report. (<i>Not to be confused with the proposed "Local Skills Improvement Plans" in the White paper</i>). The Local Skills Report, produced by every SAP, will set out local strengths and skills needs and propose how the area addresses its key priorities. The Reports aim to influence local partners and feed intelligence to central government, including the national-level Skills and Productivity Board.</p> <p>The White Paper commits to build on the work of SAPs to date. SAPs and their Local Skills Reports will continue as the DfE trailblazes "Local Skill Improvement Plans" and until any potential changes are made to a SAP's remit and responsibilities.</p> <p>In this first year two plans are required, then annually thereafter to fit with the training sectors business planning sequences. The Local Skills Report brings together a summary of things like local labour market analysis, skills strategy, skills recovery plans etc.</p>	<p>Timeline - For Information</p> <p>31st March 2021 - First Local Skills Report published - bringing existing documents together in one place, updating the core data, and reporting initial Covid and Brexit impacts on the workforce.</p> <p>Summer 2021 - Full Skills Strategy refresh</p> <p>November 2021 - Second Local Skills Report published and annually thereafter.</p>
<p>3. Can Greater Lincolnshire benefit from the Strategic Development Fund 65million</p>	<p>Discussion</p>

Paper 3 –Skills for Jobs DfE White Paper

<p>highlighted in the White paper?</p> <p>The Strategic Development Fund 65 million must be spent by March 2022 and is a mix of Capital and Revenue. It will fund College Business Centres and there is limited information on how this will work.</p> <p>It will also fund, <i>in this time period in a small number of pilot areas</i> training organisations who will be trailblazing the new Local Skills Improvements Plans. Colleges (or any school sixth forms, academies or training providers who deliver technical training) will receive support to reshape their training provision to address local priorities that have been agreed with local employers.</p> <p>This isn't much money to share between 200+ Colleges, but would be beneficial if only 2 or 3 institutions were awarded. DfE have not yet published how they will decide which areas they choose.</p>	<p>Does Greater Lincolnshire want to volunteer to be a trailblazer to develop a Local Skills Improvement Plan?</p>
<p>4. How can the LEP influence the proposals in the White Papers, and does it want to?</p> <p>The proposed "Local Skills Improvement Plans" will focus strongly on the key changes needed to make training more responsive to employers' skills needs. It is suggested in the White Paper that these plans will span a 3-year time period. We already know how challenging it is for local employers, particularly SMEs, to forecast their skills needs. Will the proposed plans favour the few large organisations with the HR and training departments who already engage fairly well? Does that matter?</p> <p>Is the geography challenging? Local Skills Improvement Plans are likely to be co-terminus with 36 SAPs and for Greater Lincolnshire that covers a number of different training institutions, as well as several travel to learn areas - is this about College/provider collaboration? What input or influence does the LEP want on the new Funding Accountability regime that DfE highlight in the paper, will there be an opportunity to influence it?</p>	<p>Discussion</p>

Paper 3 –Skills for Jobs DfE White Paper

Paper 4 - Local Area Energy Plans

Publication	Public Paper (published)					
Meeting date:	26th February 2021					
Agenda Item:	8					
Item Subject:	Local Area Energy Plans - Funding the next stage					
Author:	Andrew Brooks					
For:	Discussion	X	Decision	X	Information	

1 Executive Summary

- 1.1 In the paper presented to the LEP Board on the 6th November 2020, there was a full explanation of LAEP provided, with follow up discussions from Board Members, as to whether this was an activity that should be pursued by the LEP.
- 1.2 The outcomes from that meeting were to approve direction of travel with regard to the next stage of developing a LAEP approach, by agreeing the funding and priorities that can be achieved in the immediate term.
- 1.3 There was also an action to pursuing the offer from Lincoln University, to source match funding and/or other support.
- 1.4 This paper aims to set out the understanding needed to underpin the above outcomes whilst also recognising that the process may not yield the full engagement and investment outlined in the original paper.
- 1.5 **Important questions for discussions and approval include:**
 - Is the proposal the most appropriate for an initial LAEP, to show the right level of business case justification for focus?
 - What extra components would LAEP (if any) need to focus on, to show local impact in the proposal?
 - Approve the value of £20K from the LEP, to match resources from the University and Lincolnshire County Council

2 Introduction

- 2.1 Local Area Energy Plans (LAEP's) are a means by which we can develop an understanding of our energy needs, and identify direct economic opportunities to improve them. The Greater Lincolnshire Local Enterprise Partnership area boasts multiple different place based energy resources; offshore wind, anaerobic digestion, energy from waste, hydrogen (blue, grey, brown and green), solar, tidal, etc,
- 2.2 However current guidance on LAEPs (in the way of toolkits) needs to be treated, with the following caveats:
 - Local distinctiveness will need to be carefully thought through, in what are ostensibly a set of checklists, that have been developed with a urban/metropolitan baseline
 - Rurality and sparsity may not give credence to viable business case options if not handled carefully, when competitive funding regimes are a mechanism for energy delivery, or full BCR business models need to be justified
 - The Greater Lincolnshire Local Enterprise Partnership area covers many different needs from an energy perspective; agricultural, industrial, tourism, healthcare, transport, food-processing, logistics, horticultural, ports, rural, urban, commercial, residential and all aspects of our local economy.
 - The LAEP process allows for the preparation for Net Zero, and the baseline to support a wider clean growth strategy for Greater Lincolnshire

Paper 4 - Local Area Energy Plans

- 2.3 The last three bullet points together provide a flavour of the local variety, and placed based nature of needs and resources. They do not always match perfectly and therefore need careful consideration as to how they are connected and served, to ensure maximum sustainability, affordability and local service provision.
- 2.4 Considering available resources both financial and physical from a LEP perspective, it seems that the best route to action is to concentrate our first efforts into an area that has a greatest economic impact, but the least understanding in the first instance.
- 2.5 Given the rural nature of our area having an abundance of agricultural land, together with the natural capital underpins our economy, from providing flood resilience to supporting food production - it's this area we would like to concentrate on in the first place.
- 2.6 This is due to:
- Agriculture and food manufacturing being resource- and emissions-intensive sectors, and understanding their footprint could lead to creating a local, circular agri-food system, which would reduce operational costs and retain money in the local economy - plus deliver net zero and environmental improvements
 - Communities are at the heart of our rural economies, and the remote nature of many areas in Greater Lincolnshire brings a number of challenges associated with moving towards carbon-neutral, circular rural communities, from creating efficient reverse logistics networks, to installing electric vehicle charging points
 - Co-developing and trialling circular economy solutions to address such challenges, provides the opportunity to demonstrate that the circular economy can work and provide substantial benefits in rural areas. Again understanding the energy dynamics will aid this immeasurably
- 3 Delivery Proposals for the first LAEP**
- 3.1 The delivery of this LAEP process will include:
- The Lincolnshire County Council Sustainability Team, who have commissioned a consultancy (Bioregional) to produce a carbon baseline report for the county - looking at emissions from different business sectors, transport and domestic energy usage, which should provide useful background information for the LAEP
 - Using data that Midlands Energy Hub generate
 - The LORIC energy data work, that has been developed so far
 - Energy System Catapult toolkits, and subsequent opportunities
 - Energy Saving Trust work, around mobility and transport
 - Utility Companies, and the data that they hold
- 3.2 To provide more detail as to how this might work in practice, the matrix below shows the elements of work that will be carried out, as part of the process. This will include the LAEP itself, and then also the opportunity to take forward the recommendation and opportunities identified within the plan.

Strategy (What?)	Interpretation into action	Tactics (How?)
What To support the LEP and Agri-Food Board to understand, agree and develop proposals, around a sector based Local	Quick View Support viable energy options to be identified for the sector, with the benefit of sourcing the right	How & Who Utilising the LAEP delivery mechanism through the LEP and Agri Food Board, with the proposed request for allocation

Paper 4 - Local Area Energy Plans

Area Energy Plan (LAEP) - that mitigates against energy constraints, and provide local sectoral energy solutions	evidence base and potential technical solutions, which are appropriate for the area and scale of development	of resources through the LEP, as a pump priming funded activity
Activity will lead the LEP/Agri Food Board response, complimenting wider energy strategies, to plan a delivery model around prescribed sector based energy constraints and growth requirements	There will be a need to outline the importance, and increase the understanding of Local Area Energy Planning, and the follow on technical support, in order to release both buy in from the LEP and stakeholder partner resources	A sector based Local Area Energy Plan, around specific constraints and opportunities agreed with the LEP and Agri Food Board. With the expectation that the plan will identify baseline data, identify constraints/opportunities, and then provide a series of technical solutions - to be further agreed as to the delivery mechanism for taking them forward.
Requirements of approach will need to fulfil the whole system approach, and be the basis of an enabling framework approach, to avoid any unnecessary unintended consequences	Work with Stakeholder partners, landowners and investors to gain context, and ambitions that will identify the appropriate opportunities to base the Local Energy Area Plan upon	Outline the business case that fit with agreed group and operational activity, for the sector. This will include looking at not only individual opportunities, but those adjacent areas where they may have a bearing on the solutions being sought.
Engaging the sector, to determine the approach. They will also need to understand the model of approach, the relevance of the data collated, and how it is deployed, and what form the technical solutions will take.	Understand fully the investable proposition, and what the data plus technical solutions provide to the sector	There will be a need for facilitation in the sector around understanding of the LAEP & development of a steering group to scrutinise this will be vital to determine the commission to deal both with the generic formats to the process, but also specific opportunities. This will provide optionality (rather than being bounced into a single solution), and will help manage the process and expectations
Package the works, so that the essence of the Local Area Energy Plan is both fit for purpose, but designed to lead to a solution based approach that does not end in a 'white elephant' approach, at odds with national and local energy positions. It also need to recognise the clean growth/decarbonisation agenda	Identify commission model preference. Support the steering group if necessary to deliver the next stages and recommendations	Pre-gain agreement in principle for the full business case development for the Local Area Energy Plan that will articulate an evidence based approach, and shows how this approach will fit with wider clean growth and low carbon approaches. It will also outline a series of technical 'optioneering' of solutions that can be market tested to show viability
Providing support to individual stakeholders and internal champions in the sector to choose the right risk allocation mode for the purposes of acting upon recommendations, based on the full business case, and technical options	Contracting Mode will be based on the business case raised, and the ability to raise extra finance for the actual delivery of the next stages	Gain sign off from all stakeholders on the full contracting agreements model, development will need to be agreed and funded, alongside the agreed timescales for its deployment

Paper 4 - Local Area Energy Plans

identified		
Choose the right contracting model	Identify preferred route - Regulated, Non-Regulated, IDNO, or JV Proposal. It will also consider other technical solutions that are outwith of the above, if appropriate	Appropriate delivery model contract developed and delivered
An agreed evaluation and assessment of local impact will be vital to communicate the benefits, of the approach, and build up trust in the delivery model	Compare & Contrast model delivery, across a range of approaches that will be taken	Full evaluation and cost benefit analysis, based on economic and decarbonisation delivered

3.3 How would the initial LAEP be resourced?

In terms of the next stage of need required from the LEP, proposals for increasing this critical first stage support include:

- Developing a full time research assistant position to deal with the scope and sectoral cluster approach - the gift in kind provided by Lincoln University
- Creating a cross sector steering group from the Agri-food (Food Board, University and LCC), to be deployed where appropriate
- Bolstering the LEP Energy Council with resource to allocate task & finish groups, where these groups activity will develop actual viable business cases for LEP main board consideration, and approval around future investment propositions and project pipeline proposals
- This may require further dedicated consultancy, if necessary

4. Allocation of LEP resource:

4.1 It is requested of the LEP Board that an initial allocation of £20K is approved towards the costs of the first sectoral LAEP

4.2 Acknowledgement that this pump priming allocation levers out £20-30K of gifts in kind from Lincoln University, through the employment of a two year research assistant post.

4.3 Further resources may be required/raised through the process, to support further 'Deep Dives' into the opportunities that may arise from this sectoral LAEP. These will be brought forward as separated ask, through the normal processes.

Paper 5 - Health & Care Enterprise Board Update

Publication	Public Paper (published)					
Meeting date:	26th November 2020					
Agenda Item:	9					
Item Subject:	Health & Care Enterprise Board Update					
Author:	Andrew Brooks					
For:	Discussion		Decision		Information	X

1 Executive Summary

- 1.1 This paper is to provide an overview/update to Board Members, as to the activity of the Board, over the past year. The Board had three virtual meetings during 2020, and have appointed two vice chairs. Membership of the Board now stands at 25.
- 1.2 The last Board meeting, held on the 5th February 2021 re-confirmed the revised Terms of Reference. More details of this are contained within the body of the report, but in summary the purpose of the Board is to champion the very clear link between health and wealth, through health and care companies being supported to become good GVA generators.
- 1.3 There is also a clear need to articulate a very clear underpinning component around healthy and productive people having a vital role in maintaining, and raising productivity across all of the sector areas supported by the LEP.
- 1.4 This paper aims to set out the understanding needed to underpin the above outcomes whilst also recognising that the process may not yield the full engagement and investment needed, and that further investment from the Board will be needed.
- 1.5 **Important questions for discussions and approval include:**
 - **How can further LEP sub-board collaboration be taken forward?**
 - **What extra components would the Terms of Reference (if any) need to focus on, to show both LEP level and local impact?**
 - **Discuss the request of resource to develop, and fully articulate the ambition of the Board**

2 Introduction

- 2.1 The health and care sector in Greater Lincolnshire has a direct economic output of around £1.8bn, about 8.5% of total economic output. The sector employs some 62,000 people in Greater Lincolnshire, around 14% of the total workforce which is a higher share of workforce than the UK average. The sector locally has experienced jobs growth of 11% over the past two years, compared to under 4% nationally.
- 2.2 It is important to note that Health & Care has synergies across all of the other LEP areas of support, particularly around digital connectivity, skills and wider infrastructure. It also shares important cross cutting and underpinning characteristics with Agri-food, energy & water, defence, and the visitor economy,
- 2.3 Greater Lincolnshire also sits within the Midlands region, which is the fastest growing regional economy outside London (2015-2018). It's home to world-leading businesses and universities, and boasts real strengths in important sectors such as advanced manufacturing, automotive, life sciences, agri-tech, food and drink processing, space and digital technologies. The Board will be working with the Midlands Engine as their Midlands Engine Science and Innovation Audit identified four priorities for the region, namely:

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- Next-generation transport
 - Energy and low carbon
 - Medical technologies and pharmaceuticals
 - Future food processing
- 2.4 The two last bullets together provide a flavour of the local and regional variety, and placed based nature of needs and resources. They do not always match perfectly and therefore need careful consideration as to how they are connected and served, to ensure maximum sustainability, affordability and impactful local service provision.
- 2.5 Considering available resources both financial and physical from a LEP perspective it seems that the best route to action is to concentrate our efforts into areas that will have the greatest economic impact, but the least footprint in the first instance.
- 2.6 It is with this backdrop in mind that the following objectives have been developed, namely:
- Showing that the Board has a vision of building bridges between Health & Wealth, supporting anchor institutions to increase their momentum and value creation, and creating a market of smart med tech and innovation
 - Integrating Health & Care better into the structure of the LEP, looking at both improving the economic input around innovation plus Research & Development, as well as improving efficiency and economic output of the sectors, through research into improvements in technologies, products and services
 - Developing a better, and more level playing field for innovative collaborations, which can allow both Health & Care to play to their strengths
 - Articulating a better economic argument between cost and value, when dealing with the Health & Care agenda
 - Creating the environment in which Health & Care innovation can create better local health outcomes, and address inequalities and diversity challenges
 - Looking at the advantage of having an ageing population as an opportunity to support them to be independent, plus socially and economically active, enhancing the grey pound, stimulating much needed investment into local Health & Care research and system and technological innovations
 - Shaping Greater Lincolnshire as a place to develop rural health and care smart medical technologies, through the:
 - o Lincoln International Institute for Rural Health
 - o National Centre for Rural Health and Care
 - Supporting Greater Lincolnshire employers to build stronger and more resilient workforces, through appropriate physical and mental health interventions, utilising the National Centre for Organisational Resilience and Midlands Engine Mental Health Pilot Programme
- 2.7 Successes that have been supported throughout the past year include continuing support of the Lincoln Medical School, the Mental Health & Productivity Pilot, Centre for Better Ageing national rural pilot, and Boston College Care CoRE.
- 2.8 Future opportunities include Health on the High Street and NHS Carbon neutral, which provide two incentives for the NHS to act as an economic anchor and will link into both the Town and Energy strategies being deployed by the LEP. Our cleaner

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energy strategies also reduce pollution providing a positive impact on the health of the local workforce thereby potentially increasing their productivity too.

- 2.9 The LEP is already engaged with the Humber LEP, Hull and Lincoln Universities and the NHS on the potential development of an Academic Health Science Centre which could be located within the NLAG area and gain benefit from the Humber Free Port initiative, bring inward investment from Pharmaceutical organisations who might 'on-shore' their R&D/Manufacturing facilities.
- 2.10 Digital health and care innovation/technologies need to be utilised more widely, and it's essential to take steps to prevent digital technologies entrenching or widening health inequalities. This requires greater understanding of the extent and nature of digital exclusion at national, regional and local levels, and for this to be central to decisions about policy, design and implementation. As part of this, it will be important to learn from existing initiatives that seek to address inequalities in access to digital skills and infrastructure.
- 2.11 All of 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 (plus representative bodies), and private research institutions; in contributing to the approach we wish to take in Greater Lincolnshire.
- 2.12 To maximise this new landscape new styles of funding support will need to be investigated, to maximise the impact of blending private and public equity models, to meet needs into the future. The Board will maintain its approach to encouraging investment equity members to be invited to join, and also provide their invaluable experience.

3 Next Stage Development Proposals for the Board

- 3.1 The Board has already identified the components of musculoskeletal and mental health as major barriers to both workforce productivity and economic engagement of people, whose health precludes them from being active and happy.
- 3.2 However with strategic realisation of the elements outlined above it is apparent that Greater Lincolnshire has fewer opportunities due to population numbers, and lack of strategic assets. Commercial innovation has a high failure rate, and this is generally ok if the premise of 'fail fast, fail cheap' can be tempered with an increased in the number start-ups - there is a better chance to capitalise on those ideas that are sustainable.
- 3.3 Successful areas that have looked at the sustainability of innovative supply chains have identified critical assets, uses of technology, and the nexus points between the public and private sector, to better assess direction of travel.
- 3.4 In these areas they have been successful in constructing a 'scaffold' around which physical infrastructure, technical expertise, with bespoke human resource and business support - can be brought to bear.
- 3.5 Identifying all of the above allows a greater degree of granularity to the issues that need to be tackled, together with the skills packages needed. This analysis will turn these assets into ones that can reach their potential.

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- 3.6 Investing to create these clusters to enable innovation not to fail fast and cheap, but become sustainable means that we have to potential for exportable expertise and products. The corollary of this is that good health and care companies actually become good GVA generators.
- 3.7 In addition to this we also have the added benefit that innovations and technologies that are generated through this route, have the opportunity to empower individuals to be productive in their jobs and live well and actively, within their own economic areas.
- 3.8 With the Levelling Up agenda a resource needs to be deployed targeted at Health & Care sectors, which allows everybody to achieve their potential, with a sector that is able to listen to the opportunities afforded by both people and place.
- 3.9 A resource is now needed to carry out this analysis of critical assets, and seek recommendations for further granularity to be ascertained, in order to provide relevant strategic plans that support an increased GVA potential for the sectors.
- 4. Allocation of LEP resource:**
- 4.1 In terms of the next stage of need required by the LEP, proposals for increasing this critical support include:
- Developing a funded mapping of the sector opportunities, that deal with the scope and sectoral cluster approach
 - Taking recommendations from the above work, that can be actioned by:
 - Creating a cross sector steering group from the Agri-food, Defence, Energy Council, digital and visitor economy, to be deployed where appropriate
 - Bolstering the Health & Care Enterprise Board task & finish groups around five themes: Research; Impact and Engagement; Skills; Investment; Place - Local to Global, where these groups activity will develop actual viable business cases for LEP main board consideration. This will include seeking approval around future investment propositions, and project pipeline proposals
 - Feeding into a longitudinal study over 5-10 years, to assess impact of activity
- 4.2 It is requested of the LEP Board that an initial allocation of £20K is approved towards the costs of the development activity.