



LEP DIRECTORS BOARD

Friday, 26th November 2021

Think Tank, Ruston Way, Lincoln, LN6 7FL

Paper 0 - Greater Lincolnshire LEP Board Agenda

Time	Item	Lead	Status
10.30am	1 Welcome, Apologies, Declarations of Interest	Vice Chair	Attached
10.35am	1.0 FOR APPROVAL: LEP Board Minutes - 26/103/2021 1.1 FOR INFO: Decision Log 1.2 FOR INFO: Review of Actions	Vice Chair	Paper 1
10.45am	2 FOR INFO: Chairs and CX Report	CX	Paper 2
Governance			
11.00am	3 FOR INFO: Quarterly Performance - Finance, Annual Delivery Plan and Programmes	Caroline Illingworth	Paper 3
11.20am	4 FOR INFO: Economic Plan Progress and Governance	James Baty	Paper 4
11.40am	5 FOR INFO: Opportunities from National Budget/Levelling Up	James Baty	Paper 5
Strategy			
12:10	6 FOR INFO: Accelerator Fund and Labour Market Fund	Halina Davies	Confidential Paper 6.1 Paper 6.2
Delivery			
Forward Agenda			
	7 Forward Agenda Plan for debate		Paper 7
12:30	Close		

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

Attendees: 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), Dean Fathers (Health), Zoe King (Epix Media), Mandy Watson (Ambitions Personnel), Darren Cunningham (Phillips 66), Simon Bird (ABP), Jo Hardy (Hardy's Farm), Andrew Hunter (UoL), Nick Worboys (Longhurst), Cllr Oliver Hemsley (Rutland CC)

Tentative: Alison Ballard (BAE Systems)

Apologies: Pat Doody (Non-Exec Director), Julian Free (UoL), Gary Headland (Lincoln College, IoD and Lincs Chamber), Stephen Fidler (DfT), Cllr Rob Waltham (NLC)

Observers: Pete Holmes (BEIS), Clive Tritton (NLC), Andrew Crookham (Accountable Body & Section 151 Officer), Simon Green (NELC)

LEP Exec: Ruth Carver, James Baty, Amy O'Sullivan, Sue Groves, Halina Davies and Caroline Illingworth.

INFORMATION - For those attending the tour of the Lincoln Medical School at 9.30:

- Parking will be at the rear of the Alfred Tennyson building (car park P4 on the attached map, which is accessed by following the red arrows) and approximately a 3-minute walk away via the bridge over the railway (lifts are available) as there is no visitor parking adjacent to the Medical School.

- The Medical School is shown on the attached map as building No 28, where you will be met by Bevan Adams (Project Manager) and Kevin MacDonald (Head of Projects) at 9.30am at Reception.

For those attending LEP Board and Investment Board, parking is available at Lincoln Think Tank

Key Dates for 2021/22

GLLEP Board Quarterly meeting: 26 th November 2021, 25 th March 2022 GLLEP Board Monthly meeting: 25 th January 2022, 22 nd February 2022	GLLEP Investment Board: 26 th November 2021
GLLEP Appointments Committee: TBA	GLLEP Employment & Skills Advisory Panel: 14 th December
GLLEP Energy Council: TBA	GLLEP Food Board: 20 th January 2022, 12 th May 2022
GLLEP Health & Care Enterprise Board: 29 th November 2022	GLLEP Manufacturing Board: 17 th January 2022, 19 th April 2022, 12 th July 2022, 11 th October 2022
GLLEP Visitor Economy Board: 15 th December	GLLE Defence & Security Advisory Board 2 nd December 2021, 10 th February 2022, 10 th May 2022, 19 th September 2022, 6 th December 2022

Greater Lincolnshire LEP Board

Minutes of 26th October 2021 at 3.00pm
Via MS Teams

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), Alison Ballard (BAE Systems), Andrew Hunter (UoL), Darren Cunningham (Phillips 66), Debbie Barnes (CX LCC), Dean Fathers (Health), Nick Worboys (Longhurst), Simon Bird (ABP), Zoe King (Epix Media),

Apologies from Directors: Gary Headland (Lincoln College, IoD and Lincs Chamber), Mandy Watson (Ambitions Personnel), Julian Free (UoL), Cllr Rob Waltham (NLC)

Observers: Simon Green (NELC)

Apologies from Observers: Andrew Crookham (Accountable Body & Section 151 Officer), Pete Holmes (BEIS), Stephen Fidler (DfT)

LEP Officers: Clare Hughes, Sue Groves (Note Taker), Caroline Illingworth (Observer)

For Agenda items: Simon Telfer (Branston & Chair of ESAP),

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.

Chair introduced Caroline Illingworth to the meeting (as an observer) who is a new member of the LEP Team as Operations and Delivery Manager. Caroline explained what she had done in the past.

Minutes & Matters Arising (Paper 1) - Pat Doody

- Labour shortages - on the agenda
- Manufacturing Board - 2 new members have been recruited and approved by the Appointments Committee.
- Two funds (totaling approximately £4m) agreed at the last Board meeting, to be launched within the next few weeks
- Mid-Year Review outcome has been received positively; Chair congratulated the LEP team.

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

Not discussed

Chair/CX Report (Paper 2) - Pat Doody**LEP Conference**

- Exciting line up of speakers including some LEP Directors.
- Almost 300 registrations have been received.
- Queries raised about safety precautions, and masks will be available on the day and a reminder email will be sent regarding taking a lateral flow test on the day.
- The day will be split into 3 sections: LEP impact over the last 10 year; Launch of the UK Food Valley and an Investors conference.
- Private investors have requested to have private tours.

Waterline & Climate Summit

- Chair attended both summits as a speaker where it was shown that there are opportunities for Greater Lincolnshire in the Energy sector and Freeports.
- Disappointing that the Greater Lincolnshire project for industrial decarbonisation was unsuccessful this time, but still working with Harbour Energy who are still going ahead with V Net Zero and still believe it could be delivered in the mid-2020s and discussions are ongoing with Government regarding funding.
- Businesses are being asked about their sustainability and climate policies and believe that this message should be driven home.

- Green Tourism toolkit has been launched and consultants will be talking to businesses about what the tourism industry needs to do to change their approach.
- Agreed that all sectors, including Food, Manufacturing need to carry out more research on how to reduce their carbon footprint.

Actions:

- LEP to ask MPs to support/lobby Greater Lincolnshire on the early development of carbon capture.

Midlands Connect Priorities - (Presentation) - Maria Machancoses

- Waiting to hear from Government is the Integrated Rail Plan for HS2 which will also deal with big strategic and enhancement programmes for the Midlands and the North. Will also include other interventions such as East-West connectivity which is important to Midlands Connect.
- Also waiting for the Union Connectivity Review that is being led by Sir Peter Hendy, which is not just about roads and rail, it will also look at the wider connectivity across the formations through the ports but will need to wait for the Levelling Up White Paper. This is important to Greater Lincolnshire because of the importance of Freeports etc.
- Government is working on establishing a Great British Railway, where the Government will take charge of all the railways in the future and how it will engage with various bodies in the future, ie, local authorities and LEPs.
- Midlands Connect (MC) has published their Supercharging the Midlands Report which attracted a lot of interest regionally and nationally and gave a clear picture of where Midlands Connect is with EV charging infrastructure in particular. MC is letting Government know that EV charging infrastructure needs to be delivered as soon as possible, due to the demand.
- MC still keen to progress, with the Midlands Engine, on the corridors work when it comes to the A1 and the rail connection between Lincoln and Nottingham.
- MC keen to work with GLLEP to progress plans for the Humber, particularly the Freeports, so that opportunities are not missed to develop a strong pipeline for Network Rail and National Highways.
- MC Plan has clear targets for delivery for the next 3-5 years.
- MC does not just deal with Road and Rail; it looks at how infrastructure can assist with economic recovery and the decarbonisation of the transport network agenda.
- East-West connectivity from Lincolnshire to Nottingham is still very important for MC and will be working closely with Network Rail.

Comments

- ❖ SB - The priority for the Humber area is the East-West connectivity which is key to the South side of the Humber where the UK's largest port by tonnage is located. The game changer would be East-West rail connectivity as it would remove a large amount of freight off the roads and would connect with Leeds, Liverpool, Manchester and Ireland.
- ❖ SG - Is MC working with TfN as there is an overlap regarding the East-West link which may accelerate this going forward. Response was that MC are working with TfN on this. MC would like to see a technical programme within the next two years to help development of the business case for the Humber and the Freeport.
- ❖ PD - several people have raised the issue regarding the direct route from Grimsby, through Cleethorpes, to the south to connect the Humber to London and considered to be very important strategic route for the area and that Greater Lincolnshire MPs are supportive.
- ❖ SLF - Chairs of all Strategic Advisory Boards need to work together to map out how big is the problem and what the scale of the carbon footprint.
- ❖ Currently working at scale is rural mobility, smart ticketing for trains, buses and trams, EV charging, alternative fuels (particularly hydrogen) and identifying key sites for major EV hydrogen and charging.
- ❖ December - there will be roundtable discussions with the private sector regarding EV charging where GLLEP may help with who should be included.
- ❖ 2nd December - Partnership Summit to be held where leaders of Councils, Chief Executives, Transport Directors and LEPs Chief Executive and Chair will be invited to be a part of the debate.

Actions:

- Over the next 4 months, assistance for MC from GLLEP will be needed to scope out detail, apart

from decarbonization and the continuing work on rail and road, the details and impacts of Freeports. Rail freight interchanges will be the most relevant for Lincolnshire and need assistance from DC and SB about what needs mapping out.

Transport Plans for Greater Lincolnshire

Presentations from Jason Copper & Vanessa Strange (LCC), Chris Ramsbottom (NELC), Luke Greaves and Jason Papprell (NLC)

LCC - Jason Copper

- Transport is a key input into matching sustainable economic growth with wider environmental and social objectives and it is known that finance is not infinite, so there is a need to develop a framework for structuring and prioritising transport interventions, which must be evidence based and stakeholder engagement carried out. A public consultation has recently been launched which runs until 1st December.
- Significant policy review undertaken, looking at national and sub national evidence transport policies, GLLEP policy and strategic evidence base, District Local Development Plans and LCC Corporate and Green Master Plans.
- 6 broad themes have been identified which would help achieve a significant role, ie, economic growth, climate change, thriving environments, safety, security & healthy lifestyle, quality of life and high aspirations.
- The LTP V structure has 4 parts: Part 1 which is statutory includes high level policy links, evidence base and trends, opportunities and sectors, thematic approach to objectives and policy. Part 2 which are the details modal strategies: walking, cycling, bus strategy, rail passenger and freight (GLLEP geography), EV and alternative fuels, freight (linked to regional freight strategy). Part 3 which is statutory: Links to area transport boards and RAP work. Part 4: monitoring and data.
- Proposed strategic priorities: Trans Midland Trade Corridor, North South Strategic Links A1 & ECML, Food Valley links, Newark Flat Station, Lincoln station, Freight automation and driver training (train and bus).
- Proposed investment priorities: EV network, Support for Bus Improvement Plan, Active Travel, 20-minute local neighbourhoods.

NELC - Luke Greaves/Jason Papprell

- Ambitious Local Plan in North East Lincolnshire was established in 2018 which shows the scale of how the infrastructure will support 8,000 new jobs, 10,000 new homes, there is also a carbon road map which will be key in helping support delivery.
- National Assets Plan will be consulted on later in the year.
- Priorities from a highways perspective is the strategic link between the A46 and the A180, which is part of the Levelling Up bid, currently being considered.
- Number of roundabouts need attention to allow growth of the South Humber Bank. As part of the bid, also is a bus bridge out of Europark, which currently the Council is subsidising.
- This year, the Humber Link road was completed, which connects the Hobson Way and Moody Lane areas, which connects Grimsby and Immingham Port. Almost completed is the Super Highway project which is a shared footway/cycleway
- Decarbonisation is a thread that will be part of transport projects, especially with the Freeports and the increase in traffic flow with the expected revenue that imports and exports coming through that particular hub.
- Decarbonisation strategy to be launched in the near future.

NLC - Chris Ramsbottom

- Integrated Transport Strategy is being develop with ambitions on a local, regional and international stage. The strategy includes the statutory functions, the Local Transport Plan and is aligned with the new Local Plan and the economic growth plan of North Lincolnshire.
- The four main priorities for the Transport Plan are:
 - Connect North Lincolnshire locally, regionally, nationally and internationally to support sustainable economic growth by implementing transport improvements in key development areas.
 - Develop a connected transport network.
 - A net zero transport system across North Lincolnshire.
 - Provide safe transport networks.

➤ Objectives for North Lincolnshire are:

- Facilitate infrastructure schemes that enable economic growth.
- Support the regeneration of North Lincolnshire's Town Centres and Market Towns.
- Support and enhance connectivity to employment opportunities.
- Support freight movements, whilst minimizing impact on local communities.
- Transport network that supports the growth and sustainability of the visitor economy.

Comments:

- ❖ CD - Task and Finish Group should take into account the common themes of all 3 authorities Local Transport Plans and produce one document for Government.

Actions:

- Data regarding East-West link to be forwarded to JC from SB.
- LCC presentation to be circulated.
- Task and Finish Group to be arranged to ensure a joined up "Greater Lincolnshire" is developed for use in relevant meetings, and to ensure the message about the East West rail link for Humber to Liverpool is amplified. Volunteers required and representatives from LCC, NELC and NLC.
- Transport planning and consultation should include NHS and Ambulance services etc.

Local Labour Market Shortages (Paper 3) - Simon Telfer & Clare Hughes

- ❖ The Labour Shortage Challenge Fund is made possible with the agreement by the Board. The LEP team has stepped up its intelligence gathering by meeting with sector boards and large businesses to sense-check what is already known about the challenges and to discuss possible solutions. In the last month, there have been two sessions with the Visitor Economy Board, two sessions with Food Board, various 1-1 employer meetings and scheduled labour force conversation with the Health and Care Enterprise Board. In addition, the team has led a task and finish group on HGV Drivers and had several meetings with one of the largest employers in Greater Lincolnshire.
- ❖ The paper highlights the number of people who are actively job seeking and also those who are not but would like a job ("Economically Inactive"). Supporting that group into work would likely require employers to adopt a more flexible approach.
- ❖ The current apprenticeship scheme isn't working for all employers, government targets are being missed. Increased flexibility to the apprenticeship levy could make a bigger difference.
- ❖ The LEP team works with secondary schools to develop links to employers and the world of work. Schools do have a duty to deliver career programmes to all children from Year 7.
- ❖ The Skills for Jobs White Paper and a new "Skills Bill" is currently being discussed in the House of Lords and will become law. Several amendments have been made including strengthening of the "Baker Clause" that requires schools to invite Colleges and providers to talk to students about technical education and apprenticeships.

Comments:

- ❖ Another sector suggested for assistance is the construction industry.
- ❖ Need to consider care responsibilities and diversity.
- ❖ Covid has changed the mindset and behaviour of the working population.
- ❖ Long term challenge will be the Care sector and the Visitor Economy sector as they use the same workforce.
- ❖ Inflation will have a big impact on labour shortages over the next 12 months, but this is a global challenge, not restricted to the UK.
- ❖ At a recent conference, engineering firms engage with younger children about careers (Year 7).
- ❖ Information about what salary can be achieved for those who work in the food sector is being produced that we can use with schools. It was suggested that this could be done for other sectors, ie, manufacturing, engineering construction.

Actions:

- ❖ Board Directors invited to contact Clare to share their experience of detailed labour shortages (occupation).
- ❖ Agreed that more needs to be done with engaging children at an earlier age.

<u>Any Other Business</u>
None
<u>The meeting closed at 4.45pm</u>

DRAFT

GREATER LINCOLNSHIRE LEP BOARD ACTION LOG - October 21

Date	Action	Action by	Status
12/20	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. Led by NE Lincs	LEP Strategy Group	Underway - NEL leading
26/02/2021	UK Food Valley - Need to build a core team to co-ordinate and accelerate the sector, an indicative budget of £300k per annum is sought. GL LEP Board agree to an initial contribution of £35,000 to kick start activity and planning, with additional contributions subject to an ongoing budget review and alignment of priorities and presentation to be circulated.	Sarah Louise Fairburn	Ongoing
20/04/2021	Strategy session with Chairs of Strategic Advisory Boards	Sue Groves	17 th November
23/05/2021	Strategic Review and supply chain connectivity to be brought back to board with Business Lincolnshire	S Harrison	Autumn 21
28/09/2021	ESAP to update the Board on Labour shortages across GL at the next board and look at local solutions.	ST/CH	October 21 Board
	Manufacturing - develop a Post Pandemic Action plan. Suggestions of manufacturers to join the Manufacturing board to DJ, SH, JT Board Directors pass on information to companies who would benefit the Made in Lincolnshire programme and would like to be featured. JT	DJ/SH	Spring 22
	Seafood - Consider campaigns about local food in UK FV and encourage local businesses to buy local including promote fish consumption with employees - fsb/chamber joint work etc - MC - Spread the message about GG - produce from Great Grimsby - UKFV - Continue to develop proposals with UofL on a Skills and Innovation centre for the sector - MC and Food Board	MC/SD	Spring 22
	Cash Balance Option: The LEP team were asked to develop the two programmes for launch.	HD/CH	November 21

26/10/2021	LEP to ask MPs to support/lobby Greater Lincolnshire on the early development of carbon capture.	RC	Jan 21
	Over the next 4 months, assistance for Midlands Connect/TFN from GLLEP will be needed to scope out the current position on rail freight east west. Data regarding East-West link to be forwarded to JC from SB.	HD	Ongoing
	Task and Finish Group to be arranged to ensure a joined up “Greater Lincolnshire” is developed for use in relevant meetings, and to ensure the message about the East West rail link for Humber to Liverpool is amplified. Volunteers required and representatives from LCC, NELC and NLC.	HD	Ongoing
	Transport planning and consultation should include NHS and Ambulance services etc.	HD	

LEP Board Decision Log for the year to date

Date	Decision Making Body	Decision Made
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 £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. • 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

		<ul style="list-style-type: none"> • 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.
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 for the Humber Freeports
26/02/2021	LEP Board	<ul style="list-style-type: none"> • Local Area Energy Plans for southern Lincolnshire - Board support for the approach, however financial contribution from the LEP would be considered at the budget realignment. • Health and Care - Board support for the approach of mapping opportunity, however financial contribution from the LEP would be considered at the budget realignment. • Approval of the UK's Food Valley Strategy and resources allocated.
23/03/2021	LEP Board	<ul style="list-style-type: none"> • Recommendations of Appointments Committee ratified by the LEP Board • Equality and Diversity Plan approved by the LEP Board • LEP Board approved the Interim Budget
20/04/2021	LEP Board	<ul style="list-style-type: none"> • LEP Defence & Security Advisory Board Terms of Reference agreed, subject to slight amendments • LEP Board supporting the ongoing SIDP gap analysis • That the final overarching revised GLLEP pipeline is endorsed and published by the Board in June
23/05/2021	LEP Board	<ul style="list-style-type: none"> • The revised delivery plan and additional resources for 21/22 were approved by the LEP Board. In line with scheme of delegation the delivery of plan is delegated to the LEP CX. • The Pipeline can be published and responses sent to all applicants.
29/06/2021	LEP Board	<ul style="list-style-type: none"> • Endorsed the priorities of the ESAP as outlined in the Action Plan.
30/07/2021	LEP Board	<ul style="list-style-type: none"> • Board approved Risk Register with the amendments.
28/09/2021	LEP Board	<ul style="list-style-type: none"> • None taken.
26/10/2021	LEP Board	<ul style="list-style-type: none"> • Agreed that more needs to be done with engaging children at an earlier age.

Paper 2 – Chief Executive's Report

Publication	Public Paper (published)					
Meeting date:	26 th November 2021					
Agenda Item:	2					
Item Subject:	Chief Executive's Report					
Author:	Ruth Carver					
For:	Discussion		Decision		Information	X

1 Summary

- 1.1 This report focuses on by exception reporting on key issues and information for the board's attention. Regular reports on the performance of individual LEP programmes are provided via programme performance reports and issues which require board input or decisions are tabled as agenda items in their own right.
- 1.2 The report is grouped under four headings - 1) LEP managed projects and programmes, 2) LEP Strategic Advisory Board, 3) External Partnership Activity and 4) Governance and Finance.

- 2 **Delivery Plan** - The LEP undertook a refresh of vision, strategy and delivery last year and published both the long term place the local industrial strategy and the one year delivery plan on its website. The normal pattern of reviewing the strategy and preparation of the annual delivery plan would begin with a strategy session in December. Due to the impending levelling up white paper, it is proposed that the following is developed:
 - Local Industrial Strategy, ie the long term economic strategy for the place to 2030 and beyond is not reviewed this year
 - Plan for growth - the economic recovery plan for the place is reviewed by March 22 - working with partners across Greater Lincolnshire
 - Annual review and strategy meetings are held with each board member - by end of Feb 21
 - A one year delivery plan is developed by the LEP , and discussed at the March 22 Board taking into account directions of travel within the Levelling up white paper.

Area One - LEP Managed Projects and Programmes

Community Renewal Fund (CRF) - a number of schemes were supported in the recent announcement. One particular scheme of note was UK Food Valley Pilot for the seafood sector - A total of £433,510 was secured. It will be used to test an innovative support programme to develop the industry's skills, innovation capacity and ability to attract new talent, "helping to ensure the position of Grimsby's Seafood Cluster as a global hub". It is supported by the University of Lincoln.

Area Two - LEP SABs

Most meetings are quarterly with many meetings being held:

- Defence - activity around a network of defence space and security companies is being discussed alongside a regional innovation defence cluster for SME's.
- VE discussion on three emerging priorities, sustainability, seasonality and skills
- Manufacturing Board - Greater Lincolnshire Manufacturing Network session on Skills being held in November.
- Food Board -Launched UK FV very successfully with a number of partners and investment enquiries generated. Three new investment propositions were launched a) Seafood and Aquaculture b) Fresh produce and controlled environment agriculture and c) cold chain and logistics.
- New Anglia LEP launched the Agri-Food in Eastern England Regional Narrative alongside Greater Lincolnshire LEP and Cambridgeshire and Peterborough Combined Authority at Agri-

Paper 2 – Chief Executive's Report

Tech Week on 8 November. The narrative is designed to raise the profile and highlight the national importance of the region's agri-food sector. The LEP also attended relevant events throughout the week, such as adoption of robotics and science in sustainable agriculture.

- Innovation Council, Andrew Hunter- The LEP welcomed the Chancellor's budget and spending review statement around innovation, and to deliver record levels of public R&D investment. Greater Lincolnshire has some of the lowest levels of innovation in any part of England but also needs to address the readiness of firms to innovate, and the infrastructure to support further aligned to our Local Industrial Strategy. The Innovation Council meets in December.
- Energy Council Duncan Botting- Focussed on progress made to date and reflected on the Government's recently published Net Zero Strategy: Build Back Greener, and the ongoing developments/commitments at COP26. Finally, the group agreed to think about how we develop a clear and coherent narrative that businesses can understand.
- Lincolnshire LEP and Cambridgeshire and Peterborough Combined Authority at Agri-Tech Week on 8 November.
- The narrative is designed to raise the profile and highlight the national importance of the region's agri-food sector.
- The LEP also attended relevant events throughout the week, such as adoption of robotics and science in sustainable agriculture

Area Three - External Partnership Activity - anything you want to add pat?

- LEP Conference, AGM and Launch of UK Food Valley - 300 attendees, positive feedback, website and awareness campaign launched using LEP funds against the Delivery plan - www.ukfoodvalley.co.uk
- MP engagement this month, Karl McCartney, Martin Vickers and Lia Nici.
- UK FV - Minister engagement DEFRA , CERES investment fund.
- Humber Freeport steering group.
- Serbian Ambassador - discussing trade and investment between the two countries.
- LEP Board Co-ordination - a strategy session was held with the chairs of the Strategic Advisory Boards.

Area Four - Governance and Finance

- **Governance** - Gary Headland has been approved by the Board as a Director and from Jan 2022 will serve a further 3 year term on the LEP Board.
- Our Mid-Year Conversation (MYC) with Government was held and we have received the notes from that discussion. No marking was generated from the MYC although one action point was noted:
- Continue the quarterly update meetings to review delivery of the Local Growth Fund and Getting Building Fund.
- The Boards' working group on LEP Futures has met this month, and ask for a report on three scenarios of funding for next financial year.
- **Finance** - Received confirmation that the second payment from Government for this financial year is being released. The next set of management accounts will be Quarter 3 (April 21 - Dec 21). These will be published in the January 2022 board papers. Since the last board meeting there have been no extraordinary or unexpected costs.
- Two new LEP Team have joined the Enterprise Adviser Network this month, Donna Garrett and Hayley Beardmore, who will both working as Enterprise Co-ordinators with schools and business leaders.

Recommendation - The board is asked to note the contents of the report and discuss the approach to the delivery plan this year.

Paper 3 - Performance Report

Publication	Public Paper (published)					
Meeting date:	26 th November 2021					
Agenda Item:	3					
Item Subject:	Delivery Plan Progress Report					
Author:	Caroline Illingworth					
For:	Discussion	X	Decision		Information	X

Background : This report aligns with Q2 of the 2021-22 financial year against the Annual Delivery Plan. Reporting is now by exception. To view the targets and outputs in the [Annual Delivery Plan](#) visit here. The report has been developed using a RAG rating to assist board directors, where amber would mean on track to deliver, but behind at the mid year point.

1 Recommendation:

- 1.1 The Board is asked to note the contents of the report and to discuss the preferences for future format, content and level of detail required for performance reports and provide feedback.

Delivery Plan Progress Report Q2 FY21/22

Action	Current Status	Forecast Year End Status	Exceptions	Highlights
PRIORITIES				
Game Changers:			2 out of 4 game changers are currently Amber:	
UKFV			Defence & Security We have launched the Defence Board and a Defence Investment Brochure is almost complete. Work on the cluster plan is in scope to begin this FY but will not be in place for implementation before year-end.	UKFV launch at LEP Conference
Defence & Security				3 UKFV investment brochures launched
Clean Growth			Clean Growth Clean growth plan development is ongoing with mapping underway. New clean growth accelerator fund of £1.7m about to launch. Through GBF, we have provided £4.3m for the Able Marine Energy Park.	UKFV Capital programmes are on target
Humber Freeport				Humber Freeport approved, with the LEP being a partner on the Board, and chairing the Innovation Board

Paper 3 - Performance Report

Action	Current Status	Forecast Year End Status	Exceptions	Highlights
Recovery - Plan for Growth			<p>1 out of 5 actions are currently Amber:</p> <p>Continue to support business recovery & growth through the Growth Hub This relates to the Growth Hub section below</p>	<p>Skills - set up KickStart and redundancy response groups and produced HGV Labour market shortage report. Labour Shortages and Opportunities group to be created during Q3/4.</p> <p>Sector opportunities - revitalised Visitor Economy Board established Sept 21.</p> <p>Innovation - continuing collaboration to connect businesses and investors to HE.</p> <p>Economic Intelligence - economic dashboard now live</p>
International Trade & Profile			All 4 actions are currently Green	<p>HPO launched for Automation in food Processing, and another being finalised with DIT for Offshore wind</p> <p>New Team Lincolnshire website launched Oct 21.</p> <p>Growth Hub continues to support businesses with challenges relating to EU Exit.</p>
Strengthen the LEP			<p>1 out of 5 actions are Red:</p> <p>Strategic Collaboration with BROs, IoD, Chamber, FSB and CBI Covid and LEP review have prevented this activity taking place so far this year.</p>	<p>3 additional core team members now in place, with three additional Enterprise Coordinators to be onboarded during Nov 21.</p> <p>Further staff have undertaken Green Book training.</p> <p>Members of the LEP team sit on various Town Boards and ensure alignment takes place</p>

Paper 3 - Performance Report

Action	Current Status	Forecast Year End Status	Exceptions	Highlights
CAPITAL PROGRAMME DELIVERY				
<p>Monitor Local Growth Fund programme</p> <p>Evaluate Local Growth Fund programme</p> <p>Agree risk position and contingency planning for Getting Building Fund programme</p> <p>Meet project outputs</p>			<p>All 4 actions are currently Green</p>	<p>LGF programme and project monitoring continues, and initial evaluation of delivery is complete.</p> <p>GBF scenario planning is underway, to be discussed at the next Investment Board.</p> <p>We continue to monitor and support ESIF related activity and projects</p>
<p>Target Outputs 2025:</p> <ul style="list-style-type: none"> • 5,003 jobs created • 3,963 homes created • 4,766 learners supported • 14,551m² area of new skills floor space 			<p>Work is underway to create quarterly output targets to better assess progress between now and 2025. This work is expected to be ready by mid-Dec 21.</p>	<p>As of end Q1 (Q2 figures not yet available):</p> <ul style="list-style-type: none"> • 1007 jobs • 593 homes • 2,711 learners • 14,981m² skills floor space

Paper 3 - Performance Report

Action	Current Status	Forecast Year End Status	Exceptions	Highlights
<p>Single Local Growth Fund (SLGF)</p> <p>34 projects</p>			<p>Programme delivery is now complete, and all outputs are Green to date.</p>	<p>Examples of the calibre of projects completed include:</p> <p>The Medical School developed in conjunction with UOL is now operational and will have a significant impact on health and care sector as it establishes itself locally and nationally. This integrated clinical facility will drive skills development across the fields of medicine and allied health subjects, providing the platform to grow the scale and diversity of existing provision from professional development to post-graduate qualification.</p> <p>Boole Technology Centre was completed as a catalytic investment for the Lincoln Science & Innovation Park (LSIP) a few years ago. LSIP has since gone from strength to strength with LSIP Phase 2 now being developed in earnest; several innovative companies located on Phase 1 are demonstrating growth despite the pandemic.</p> <p>Lincoln Transport Hub not only substantially transformed the quality of our city's bus and rail provision but has also attracted significant private investment in the Cornhill Quarter, Waterside Quarter and resulted in a new hotel opening adjacent to the railway station.</p>

Paper 3 - Performance Report

Action	Current Status	Forecast Year End Status	Exceptions	Highlights
<p>Getting Building Fund (GBF)</p> <p>11 projects plus Skills Capital Fund Programme</p>			<p>This is currently Amber due to delayed claims at Q2.</p> <p>Two out of 12 projects are expected to over-run, one of these is expected during Q1 of FY22/23, with the final one now expected to complete Summer 2022.</p>	<p>10 out of 12 projects are expected to complete by the end of the year, meeting targets.</p>
EMPLOYMENT & SKILLS				
<p>Refresh Local Skills Report</p> <p>Publish Apprenticeship Strategy & Action Plan</p> <p>Expand Enterprise Advisor Network</p> <p>Deliver online jobs & careers fairs</p> <p>Influence delivery of ESF programmes</p> <p>Produce a digital skills strategy</p> <p>Maximise impact & reach of national employment & skills initiatives</p>			<p>One out of 7 actions currently rated Amber:</p> <p>Produce a Digital Skills Strategy Not yet started but commencing in Q3 therefore expected to be complete by year end.</p>	<p>DfE deadline for Local Skills Report now Jan 22</p> <p>Apprenticeship Strategy complete and ready for publication</p> <p>Careers Hub operational with three additional Enterprise Coordinators, new Career Hub Lead expected in post 1st Feb 22.</p> <p>Enterprise Advisor Network now reaching all secondary mainstream and SEND schools in Greater Lincolnshire.</p> <p>Successful programme of online jobs & careers fairs now concluded.</p> <p>ESF programmes on track</p> <p>Working with national providers on e.g. Restart and KickStart to highlight regional requirements.</p>

Paper 3 - Performance Report

Action	Current Status	Forecast Year End Status	Exceptions	Highlights
BUSINESS GROWTH				
Support business recovery from pandemic Retain & Grow investment by foreign-owned businesses Strengthen LEP profile Effective delivery of comms and engagement plan Create Thought Leadership Plan Deliver successful Annual Conference and GL Annual Review			One out of 6 actions currently Amber: Create Thought Leadership Plan to promote priorities and issues relevant to the region Work currently commencing to develop this, expected to be complete by year end.	Team Lincolnshire Coffee Clubs continue with first physical event held 6 th Oct. High level of investment enquiries seen, predominantly in agri-food and renewables. New Comms and Engagement Strategy in place and being successfully implemented. The Lincolnshire Voices campaign achieved 22k+ LinkedIn impressions, 11k+ on Facebook, and 14k+ on Twitter, up to 20 times our average, clearly demonstrating that highlighting the people behind the work we do has significant reach and impact. Annual Conference delivered with high level of engagement and positive feedback. Annual Review complete.
Business Lincolnshire Growth Hub				
Support 36 scale-up businesses Increase profile & reach of Growth Hub Intensively assist 288 SME businesses via ERDF contracts Achieve client satisfaction of at least 90% Create minimum of 100 new jobs			2 out of 5 actions currently Amber: Support 36 scale-up businesses 6 so far - business owners are currently reluctant to commit to the 2-day programme due to pandemic impacts. 15% increase in web, social media and newsletter subscriptions Currently 9.5%, 3% and 1.6% respectively. Also likely to be pandemic impact. Newsletter subscriptions & social media engagement to see more focused effort	215 SMW businesses supported so far Client satisfaction currently 94% 164 new jobs created

Paper 3 - Performance Report

Action	Current Status	Forecast Year End Status	Exceptions	Highlights
GOVERNANCE				
<p>Embed Equality & Diversity Plan</p> <p>Ensure SABs have clear work programmes and performance monitoring</p> <p>Review governance structures & Local Assurance Framework</p> <p>Publish Annual Financial Statement & Report</p>			<p>3 out of 4 actions are currently Amber:</p> <p>Ensure E&D Plan is embedded across all activity E&D Action Plan was approved by Appointments Committee in May 21, but further work required to fully embed activity.</p> <p>Ensure SABs have clear work programmes and performance monitoring framework Work programme development currently underway for those SABs which do not have a formalised version. Performance monitoring framework yet to be developed. The new SAB Coordinator post will enable this work to move forward.</p> <p>Review governance structures and Local Assurance Framework Draft revisions to Local Assurance Framework underway. Scheme of Delegation and SAB ToRs will also be reviewed.</p>	Annual Financial Statement & report published

1.2 We propose that future reporting will be done using a “Director’s Dashboard” graphical format, comprising progress against the delivery plan, financial and strategic risk reporting. This could include:

- Delivery plan actions:
 - Graphical representation of current RAG ratings
 - Graphical representation of forecast end of year RAG ratings

Paper 3 - Performance Report

- Overview of LEP core operating budget:
 - Graphical representation of current status
 - Graphical representation of end of year forecast
 - Overview of Capital Programmes:
 - Graphical representation of current financial position
 - Graphical representation of forecast end of year financial position
 - Graphical representation of current outputs/outcomes status
 - Graphical representation of forecast end of programme outputs/outcomes status
- 1.3 Overview of strategic risk status:
- Graphical representation of current strategic risk scores (inherent risk)
 - Graphical representation of expected post-mitigation strategic risk scores (residual risk)
- 1.4 This will be accompanied by a text summary of highlights and exceptions for each section, plus risks/issues requiring Board attention.
- 1.5 Discussion point: The Board is invited to discuss preferences for future format, content and level of detail required and provide feedback.

Paper 4 – PLAN FOR GROWTH UPDATE

Publication	Public Paper (published)					
Meeting date:	26 th November 2021					
Agenda Item:	4					
Item Subject:	Greater Lincolnshire Economic Plan for Growth Monitoring Report					
Author:	James Baty					
For:	Discussion	X	Decision	X	Information	X

1. Overview

- 1.1 This report updates the Board on progress within the Greater Lincolnshire Economic Plan for Growth, as well as future delivery in line with delivery plan reporting and issues relating to governance.

2. Governance

- 2.1 The Economic Plan is a central element of the Local Resilience Forum Business and Economy group response for Greater Lincolnshire, it has been produced in full partnership with local stakeholders putting forward agreed 1-5-year activities for post-pandemic economic recovery within the plan. In total there are currently 63 actions, of which 25 are LEP led and link to the priorities set out in the Local Industrial Strategy.
- 2.2 Lincolnshire Resilience Forum Strategic Coordination Group (SCG) has agreed to formally disband existing recovery structures and move to a 'business as usual' model following assurances that the business-as-usual structures are now in place to mitigate risks, and that partners continue to meet the commitments within the actions in the Plan for Growth.
- 2.3 In determining the most appropriate structure to manage the business and economy recovery programme, the SCG recognised that the LEP Board and its partnership architecture already existed, therefore, governance was based around existing LEP structures rather than a new set of partnerships being established.
- 2.4 ***It is recommended that the LEP Board will champion and formally monitor the progress of the Plan for Growth going forward, whilst LEP Executive will continue to engage partners to progress the actions from the Plan for Growth.***
- 2.5 A business and economy recovery board met monthly drawn from LEP partners -LEP exec, local authorities, business representative organisations (Chamber of Commerce, Confederation of British Industry, and Federation of Small Business), government departments, colleges and universities. North East Lincolnshire, North Lincolnshire, and Rutland councils have also been part of the group. The board was supported by sub-groups, notably a business grants sub-group and a redundancy support sub-group. These structures will remain in place, with the ability to quickly re-establish formally should the current situation change.
- 2.6 The progress on the actions within the Plan for Growth will be reported on quarterly to Board, with a highlight report and risks by exception, to provide assurance regarding progress against the plan. It is proposed that fundamental changes relating to activity within the plan will be flagged by exception to the Board, but minor amendments will be managed by LEP executive in order to keep the Plan 'live'.
- 2.7 Work is currently being undertaken to dovetail this with the delivery plan reporting via a 'Directors Dashboard' (see agenda item 3). This will provide Board with a simple overview and the ability to dive into the plan should more detail be required. It is anticipated that the new reporting style will be in place by April 2022 ahead of the new financial year.

Paper 4 – PLAN FOR GROWTH UPDATE

3. Plan for Growth Interim Monitoring Report

The Plan for Growth has now been active for 6 months, having been agreed and published in April 2021. The plan includes a range of actions and activities ranging from 1-5 years in terms of delivery.

Plan for Growth Progress Report Q2 FY21/22

Thematic Area	Overall Status	Exceptions	Highlights	Forecast Status (year 5)
SECTOR PRIORITIES				
Food		Development of UK Horticulture strategy has not commenced	<p>UKFV launch at LEP Conference</p> <p>3 UKFV investment brochures launched</p> <p>UKFV Capital programmes are on target.</p> <p>Successful Levelling Up Fund bid for improvements on A16 to improve access to employment between Spalding and Boston</p> <p>HPO Launched for Automation in Food Processing.</p>	
Energy		<p>LEP Clean Growth Cluster Plan due by FYE - unlikely to be delivered this FY</p> <p>Further support required on bid to Government for Humber Zero project</p> <p>Clean growth plan development is ongoing with mapping underway. New clean growth accelerator fund of £1.7m about to launch.</p>	<p>Zero Carbon Humber part of East Coast Cluster announcement as one of two Government backed 'track one' carbon capture projects</p> <p>Humber Leadership Board and Joint Strategy Groups across estuary established to provide improved LEP and Public Sector coordination.</p> <p>Through GBF, the LEP has provided £4.3m for the Able Marine Energy Park.</p> <p>HPOs being developed with DIT for Offshore Wind Ports Hub.</p>	

Paper 4 – PLAN FOR GROWTH UPDATE

Thematic Area	Overall Status	Exceptions	Highlights	Forecast Status (year 5)
Ports and Logistics		Constraints on sector delivery due to haulage shortages/risks	<p>Freeport status confirmed by Government in CSR for Humber. Full business case being developed and Freeport to begin operations in November.</p> <p>UoL Centre for Food and Fresh Produce Logistics funding approved in Boston Town Deal with full business case drawn up</p> <p>Digital Technology Transport and Logistics Centre funded by LEP and Boston College now operational - £2.43m</p>	
Visitor Economy		<p>1 out of 5 actions are Red:</p> <p>Achieve Tourism Zone Status This is affected by change in Government policy; partners adjusting accordingly</p>	<p>LEP Visitor Economy Board refreshed - currently mapping and objective setting</p> <p>Lincolnshire County Council led Tourism Commission recommendations published</p> <p>Expansion of Visit Lincoln to wider area DMO.</p>	
Defence		Work on the defence cluster plan is in scope to begin this FY but will not be in place for implementation before year-end.	<p>Defence Board Launched and a Defence Investment Brochure is almost complete.</p> <p>LSIP Phase 2 (GBF) being developed and has anchor tenant focused on supporting innovation in the sector.</p>	
Health and Care		<p>Resilience of health and care sector remains low, due to covid and staffing challenges.</p> <p>New challenges arising post-covid particularly regarding mental health</p>	<p>Centre for Rural Health at Lincoln Medical School delivered and operational - £1.26m Growth Deal</p> <p>Centre for Ageing Better bid successful, 5 year partnership. Partnership manager recruited.</p> <p>Mental Health Productivity Pilot</p>	

Paper 4 – PLAN FOR GROWTH UPDATE

Thematic Area	Overall Status	Exceptions	Highlights	Forecast Status (year 5)
			Care Core Skills Programme Project will complete in December 2021- £0.4m GBF	
Advanced Manufacturing and Chemicals		Need to assess further support required from Chemicals sector to transition into trading arrangement	Greater Lincolnshire Manufacturing Network programme established. Manufacturing Transformation Programme established by the Growth Hub. National Supply Chain programme established	
FOUNDATION PRIORITIES				
Place		LEP offer to work with government to shape UKSPF is pending LEP Review outcome	Successful Town Deal Fund bids for Grimsby, Scunthorpe, Lincoln, Boston, Skegness and Mablethorpe. Levelling Up Fund announced at SR for Gainsborough town centre and A16 access to employment 11 successful Community Renewal Fund bids announced at SR	

Paper 4 – PLAN FOR GROWTH UPDATE

Thematic Area	Overall Status	Exceptions	Highlights	Forecast Status (year 5)
Ideas		Made Smarter Lincoln out of scope for City of Lincoln Town Deal bid. However, UoL working on new bid; Greater Lincolnshire growth hub leading on a wider, complimentary East Midlands Made Smarter programme.	<p>Offshore Renewable Energy (ORE) Catapult has successfully won funding for five projects as part of the Clean Maritime Demonstration Competition, funded by the Department for Transport and delivered in partnership with Innovate UK.</p> <p>University of Lincoln/Innovation Council review of innovation cluster approach complete</p> <p>University of Lincoln have produced a toolkit for small employers to link in to graduate opportunities locally; currently producing a website to highlight local opportunity to graduates.</p>	
People		<p>DfE have changed requirements and refresh of the ESAP Local Skills Plan due now due by end of January 2022.</p> <p>Digital skills strategy planned for Q1 2022</p>	<p>ESAP produced Local Skills Plan in conjunction with DfE in April.</p> <p>Year long flagship programme of online jobs and careers fairs is complete and support to areas with face-to-face fairs ongoing.</p> <p>Institute of Technology Launched - almost 900 learners have benefitted from new courses and facilities specialising in higher technical skills needs for agri-tech, food manufacture, energy, digital and engineering sectors to provide career pathways into science, engineering and skills trade occupations.</p> <p>Apprenticeship Strategy and employer-led action plan complete and ready for publication</p> <p>Proposal for funds to extend careers support to all secondary schools across Greater</p>	

Paper 4 – PLAN FOR GROWTH UPDATE

Thematic Area	Overall Status	Exceptions	Highlights	Forecast Status (year 5)
			<p>Lincolnshire and establish a Career Hub has been successful. Onboarding of 4 new staff underway, 3 starting in role during November and a new Career Hub Strategic Lead due to start in February 22.</p> <p>Continuing to work with local and national employment and skills schemes to influence delivery, for example, involvement in the procurement of the Government's new flagship employment scheme Restart.</p>	
Business Environment			<p>Levels of inward investment enquiry at record level, particularly relating to food, decarbonisation and Freeport opportunities. Landed investments include Global Berry relocating to Greater Lincolnshire after direct intervention. Korean business SeAH opening factory at Able Marine Energy Park</p> <p>Productivity Hub programme is open.</p> <p>Team Lincolnshire ambassador network has grown by 7% since April 2021, taking total membership to 126 members.</p>	
Infrastructure		<p>One road infrastructure bid included in Levelling Up Fund announcement - A16 improvements.</p> <p>Progress on EV connectivity is slow, particularly in more peripheral and rural</p>	<p>Key development land has been unlocked and invested including Able Marine Park £78m for offshore wind turbine factory, Freeport land, Advanced Manufacturing Park Scunthorpe.</p> <p>Further delivery of anchor buildings at Holbeach FEZ (GBF)</p> <p>Killingholme Pumping Station to</p>	

Paper 4 – PLAN FOR GROWTH UPDATE

Thematic Area	Overall Status	Exceptions	Highlights	Forecast Status (year 5)
		<p>areas.</p> <p>Connectivity challenges remain threat for delivery of UKFV</p>	<p>facilitate Able Marine Park development</p> <p>Cycling projects ongoing, with Immingham to Grimsby cycle route scheme on track to complete March 2022.</p>	

4. **Taking the Plan forward:** Future monitoring of projects will be increasingly metric based and aligned to Delivery Plan. Partners will be required to feed in project updates to the LEP exec team on a quarterly basis in order to provide accurate monitoring.

Further work will be undertaken to evaluate the impact of the actions within the plan.

5. **Recommendation:**

The Board is asked:

- 5.1 To confirm that the Governance of the Plan for Growth with regards to monitoring progress will transfer to the LEP Board.
- 5.2 Whether there are any fundamental gaps within the Plan for Growth
- 5.3 To highlight any preferences in relation to the future delivery of the Plan for Growth update, for example in dashboard format.

PROTECTING PROGRESSING PROSPERING:

A COVID-19 ECONOMIC REVIVAL STRATEGY FOR GREATER LINCOLNSHIRE

SUMMARY

PRODUCED ON BEHALF OF THE
LINCOLNSHIRE RESILIENCE FORUM PARTNERSHIP

PURPOSE OF THIS DOCUMENT

- This is the summary of the Greater Lincolnshire Economic Revival Plan, the 1-5 year recovery and rebuild plan for Greater Lincolnshire
- It is a revival plan for the area for all partners to deliver against
- The document is reflective of the main priorities and actions across our area and the lead actors for these actions
- It has been developed in partnership with local authorities, the Local Resilience Forum, the LEP Board and lead business organisations between August - November 2020
- Given the rapidly changing nature of Covid it is a live document designed to develop as additional input and intelligence is received
- It is designed to complement and act as the 'bridge' between the long term strategy set out in the Local Industrial Strategy and the existing short term economic recovery plan, which laid out 0-6 month Covid response actions, together with other live economic factors such as EU Exit
- It will contain some of the information from both of those documents and some new material
- This will be Greater Lincolnshire's opportunity to secure backing for medium term, transformative projects - and showcase how the area will contribute to levelling up the economy

INTRODUCTION

INTRODUCTION

We have called this strategy *Protecting, Progressing, Prospering*. We will protect our businesses and communities. We will do everything in our power

to ensure our businesses get the support they need, protecting jobs and livelihoods while the disruption continues. We will progress with our plans for good growth in Greater Lincolnshire, while acknowledging that Covid-19 changes many parameters and requires new approaches. And though the road is difficult, we will prosper, coming out of this tumultuous period with stronger foundations and better outcomes for residents.

A passive approach will not work. We need to respond quickly and flexibly to the many challenges this period will throw our way. As national policy evolves quickly, we will adapt, leveraging this plan along with the new resources of the UK Shared Prosperity Fund to ensure support has maximum local impact. We must also avoid the temptation to become short-sighted, focusing only on the problems in front of us, and less on our longer-term goals. This is particularly important for our area, which took far longer than other places to

recover from the 2008 recession. We need to learn from this and respond to Greater Lincolnshire's specific requirements, going beyond business as usual to ensure that our economy thrives.

Instead, we will embrace this moment to radically transform our economy, recognising that consumer behaviours and market incentives have changed into the long-term. That means using this reset to pivot towards much more environmentally friendly modes of transport and providing the right digital infrastructure to allow remote working, reducing the need to travel. It means allowing innovation to thrive in Greater Lincolnshire, and upgrading business - such as from manufacturing to advanced manufacturing. It means recognising that an understanding of wealth which doesn't encompass health is meaningless, and honouring those whose job it is to care for others. And it means a commitment to collaboration with partners wherever necessary to achieve goals.

While we do this, the world is not standing still. There are megatrends, some of which have been accelerated, which shape a changing context. Chief among these are climate change and the accompanying drive towards decarbonisation

across the public and private sector, automation with a harsher commercial environment forcing businesses to adapt to survive, and flexible working where both the time and location of work has become much less fixed, resulting in new moving and working patterns. And world politics must be taken into account, with the ongoing post-Brexit process and heightened international tensions accompanying the rise of China as an economic superpower.

Over the past few years we have developed a detailed evidence base to better understand our economy. Building on this foundation, we have developed a Local Industrial Strategy laying out our overarching vision to future-proof Greater Lincolnshire's economy, creating a productive, resilient and low carbon economic base. The ambitions of this document align with and support those goals. The region is diverse - energy, visitor economy, and agrifood are just three examples of our strengths across one of the largest LEP area in the country. We must and will support all parts of our region to thrive. This document sets out our plan to get there.

IMMEDIATE CHALLENGES:



RISING UNEMPLOYMENT
WHICH COULD BECOME MASS UNEMPLOYMENT



SLOW LABOUR MARKET RECOVERY
FROM PREVIOUS RECESSION



HIGH LEVELS OF CORPORATE DEBT
WEIGHING ON BUSINESS INVESTMENT



RAPID DIGITISATION
EXCLUDING SOME FROM THE LABOUR MARKET



VERY LOCALISED EFFECTS
REQUIRING DIFFERENT TREATMENT

HOW WE WILL WORK TOGETHER TO RESPOND:



LOCAL PARTNERSHIP

Confirming the LIS and LEP geography, and working with businesses and local authority colleagues on local actions



RAPID INTRODUCTION OF NATIONAL POLICY

Including Kickstart, Job Support Scheme, and sector-based policies



AN AGREEMENT WITH GOVERNMENT TO RESPOND TO LOCAL NEED

Funding to unlock strategic opportunities and pilots for national schemes (e.g. free ports)



DATA SHARING BETWEEN AUTHORITIES

To allow for real-time monitoring of the economic situation, enabling adaptability

BUILD BACK BETTER:



DELIVERING THE AMBITIONS OF THE LOCAL INDUSTRIAL STRATEGY



MAXIMIZING THE IMPACT OF THE SHARED PROSPERITY FUND



COMPETING INTERNATIONALLY AND THRIVING IN A POST-BREXIT FUTURE



JOINING THE GREEN INDUSTRIAL REVOLUTION AND BUILDING A LOW-CARBON ECONOMY

BUILDING ON THE FRAMEWORK OF THE LOCAL INDUSTRIAL STRATEGY



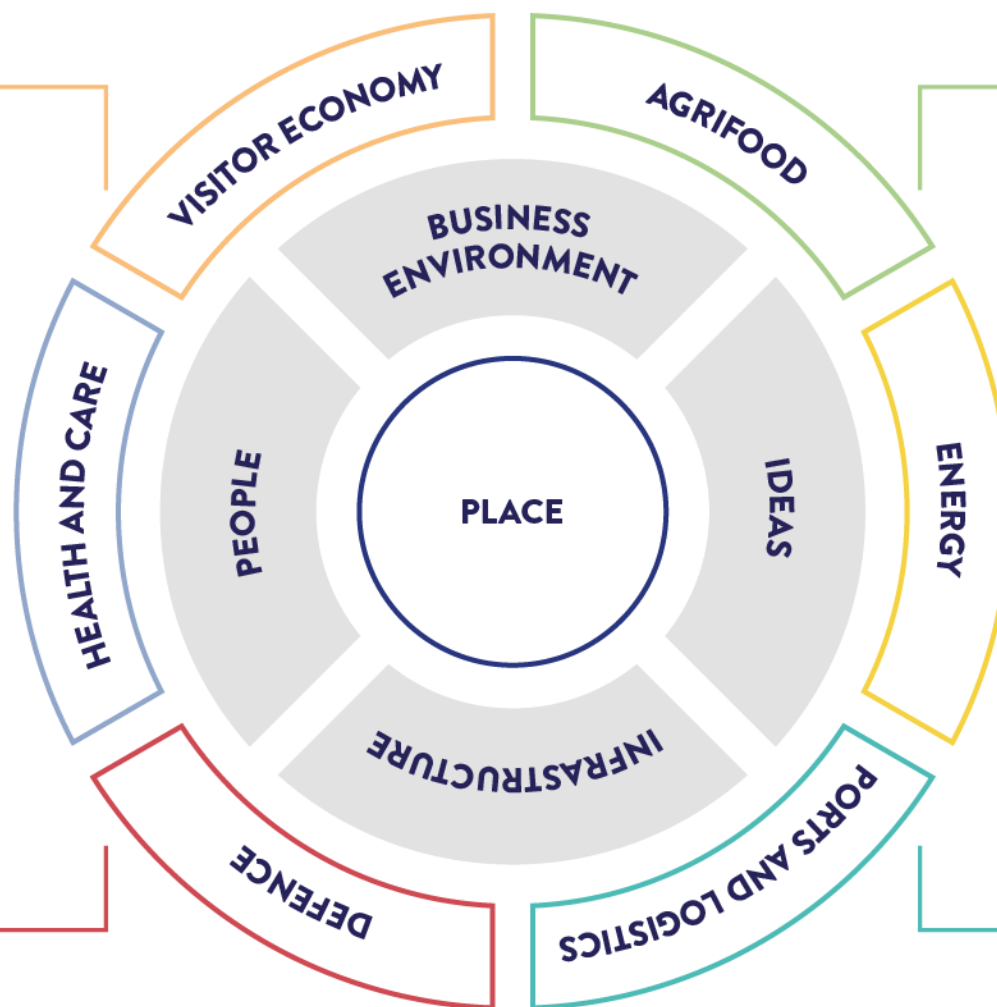
Develop the visitor economy by levelling up and supporting some of the more deprived coastal parts of the region by providing higher quality and more reliable employment for workers in the sector.



Develop new efficient and innovative models of care for a dispersed and ageing economy, building a cluster of local businesses to support active ageing.



Create a cluster of innovation focused defence companies, and ensure Greater Lincolnshire is a highly attractive, first-choice destination for defence-related industries, service leaders and their families.



Increase the international competitiveness of the Greater Lincolnshire Agrifood sector by championing automation and resource efficiency, to become the UK's Food Valley and contribute to reducing the UK's reliance on food imports.



Pioneer industrial decarbonisation, creating a template for other areas. We will be a test bed for technologies in clean energy generation, storage and distribution.



Maximise the strategic advantages of our ports by leading their transformation into one of the most smart, clean and efficient port clusters in the world, handling increased volumes of trade.



PROTECTING

Protecting our businesses and people from pandemic impacts.

- Short-term Recovery Plan
- National Recovery Programmes
- Local Responses

PROGRESSING

Progressing our plans which are already underway and quickly implementing funding and opportunities.

For example:

- Institute of Technology
- Getting Building Funding
- Towns Fund Investments
- Strategic Infrastructure Delivery Plan
- ORE Catapult and Velocys Bids
- Humber Free Port



PROSPERING

Prospering with new programmes and ideas to transform and grow the Greater Lincolnshire economy.

For example:

- UK Food Valley
- Industrial Decarbonisation Cluster
- Defence Clustering
- Centre for Food Logistics
- EV Connectivity
- Energy Test Bed
- Tourism Zone
- Internationalisation Strategy
- Widespread Adoption and Utilisation of 5G







DRIVERS OF REVIVAL



OUR AMBITION IS FOR GREATER LINCOLNSHIRE TO DELIVER SUSTAINABLE, HEALTHY FOOD FROM LAND AND SEA BY CHAMPIONING SUPPLY CHAIN EFFICIENCY, THE DELIVERY OF A NET ZERO FOOD CHAIN AND FOOD WHICH IS NATURALLY HEALTHY. THIS WILL REINFORCE OUR POSITION AS THE UK FOOD VALLEY AND AN INTERNATIONALLY COMPETITIVE FOOD CLUSTER.

OUR PRIORITIES FOR YEARS 1-5	SUGGESTED LEAD	CRITICAL PARTNERS FOR DELIVERY
Develop a long term UK Food Valley programme based on the triple helix of: the food industry; the research community; and public sector, working collaboratively to support growth	Greater Lincolnshire LEP	Lincolnshire County Council, University of Lincoln, South Holland DC, Industry
Pioneer supply chain efficiency through the adoption of lean manufacturing principles and the transformational potential of digital and automation technologies	University of Lincoln	
Provide leadership on the transition to Net Zero food through tackling emissions at every stage of the food chain	Greater Lincolnshire LEP	University of Lincoln, Industry
Support the development of a UK Horticulture Strategy, linking into adoption of automation and robotics	South Holland District Council	Greater Lincolnshire LEP
Drive innovation through support for startups, research and innovation and through encouraging school leavers to enter the sector. Implement an Agri-grants Programme, creating a soft landing for inward investors, supporting more tech startups focused on agrifood tech and piloting the delivery of 5G in the food sector	University of Lincoln	
Work with businesses to campaign for and deliver improvements in infrastructure such as ports, and improvements on the A16, A17, A1 and A15.	Lincolnshire County Council	Local authorities, Business Representative Organisations



OUR AMBITION IS THAT GREATER LINCOLNSHIRE WILL PIONEER INDUSTRIAL DECARBONISATION, CREATING A TEMPLATE FOR OTHER AREAS. WE WILL BE A TEST BED FOR TECHNOLOGIES IN CLEAN ENERGY GENERATION, STORAGE AND DISTRIBUTION AND A LEADING AREA IN DELIVERING GOVERNMENT OBJECTIVES AGAINST THE 10 POINT PLAN FOR GREEN INDUSTRIAL REVOLUTION.

OUR PRIORITES FOR YEARS 1-5	SUGGESTED LEAD	CRITICAL PARTNERS FOR DELIVERY
To exploit the unique profile of the Greater Lincolnshire area so as to achieve its potential to be a market leader in the areas of whole-system industrial and rural energy/decarbonisation, and water management.	Greater Lincolnshire LEP Energy Council	All local authorities
Support the decarbonisation route map for the Humber Estuary industrial cluster, together with supporting accelerated low carbon energy innovation for Offshore Renewable Energy (ORE) Catapult and Velocys, to work towards becoming the UK’s largest manufacturer of offshore wind components.	Humber Leadership Board	Private Sector, Lincolnshire County Council, North Lincolnshire Council, North East Lincolnshire Council
Tackle energy constraints to growth, including delivery of Local Areas Energy Plans (LAEP), which will deliver baseline evidence for energy solutions to both places, and growth sectors that are constrained	Lincolnshire County Council	Infrastructure Group
Work with Anglian Water, the Environment Agency, and others to develop an integrated water supply and flood risk management approach, and support the Greater Lincolnshire energy testbed proposal.	Local Authorities	
Work with National Grid and others to ensure that the former gas terminal at Theddlethorpe is retained as an asset which provides jobs and energy infrastructure. To include being a member of a working group to explore the concept of using the site as a geological disposal facility	Lincolnshire County Council	BEIS, National Grid, private sector



PORTS AND LOGISTICS

OUR AMBITION IS THAT GREATER LINCOLNSHIRE WILL MAXIMISE THE STRATEGIC ADVANTAGES OF ITS PORTS BY LEADING THEIR TRANSFORMATION INTO ONE OF THE MOST SMART, CLEAN AND EFFICIENT PORT CLUSTERS IN THE WORLD, LEVERAGING GREATER VALUE FROM THE PORTS BY HANDLING INCREASING VOLUMES OF TRADE, AND ATTRACTING MORE VALUE-ADDED MANUFACTURING ACTIVITY.

OUR PRIORITIES FOR YEARS 1-5	SUGGESTED LEAD	CRITICAL PARTNERS FOR DELIVERY
Deliver freeport status for the Humber and northern Lincolnshire, bringing in Humberside airport as well. This will spur growth in local manufacturing firms by expanding the trade in intermediate goods	Humber Leadership Board (LCC, NLC, NELC)	Greater Lincolnshire LEP, University of Lincoln
Ensure that our ports and logistics clusters are strongly connected into the region's decarbonisation activity	Humber Leadership Board (LCC, NLC, NELC)	
Develop a proposal for a Centre for Food Logistics based around the Boston port, providing training in logistics, and allowing agrifood firms to import inputs close to home reducing costs	Boston Borough Council	
With local authorities, enhance our competitiveness in logistics activity by ensuring that the key infrastructure that supports our logistics cluster, including rail and rail freight, the A16, A17 and A1 is fit for purpose	Local Highways Authorities/Infrastructure Group	
Support and Contribute to the Productivity Plan for the Trans-Midlands Trade Corridor (A46 and Humber Ports), led by Midlands Engine	Local Highways Authorities/Infrastructure Group	
Utilise and encourage digital technology uptake to streamline movements of goods and produce across borders.	Lincolnshire County Council, North Lincolnshire Council, North East Lincolnshire Council	



VISITOR ECONOMY

OUR AMBITION IS TO DEVELOP THE VISITOR ECONOMY SECTOR BY LEVELLING UP AND SUPPORTING THE AREAS OF GREATER LINCOLNSHIRE WITH COMPETITIVE ADVANTAGE IN THE SECTOR THROUGH PROVIDING HIGHER-QUALITY AND MORE RELIABLE EMPLOYMENT FOR WORKERS IN THE SECTOR.

OUR PRIORITIES FOR YEARS 1-5	SUGGESTED LEAD	CRITICAL PARTNERS FOR DELIVERY
Deliver the Tourism Action Plan. Capitalise on new opportunities by refreshing our marketing offer around sustainability and attracting private investment, as well as bringing forward necessary transport infrastructure	Greater Lincolnshire LEP Visitor Economy Board	
Develop and take forward the actions outlined by the Greater Lincolnshire Tourism Commission, to ensure the visitor economy in Greater Lincolnshire is providing the right products to support areas of competitive advantage; and visitor offer to meet the future demands of customers in 2025 through ensuring visibility and a supporting labour market of skilled and knowledgeable people	Lincolnshire County Council	Greater Lincolnshire LEP
Support sustainable tourism as an overarching theme, fitting with the Connected Coast vision, Green Masterplan work and plans at Doddington Hall, Grimsthorpe Castle, RSPB Frampton Marsh, the Grimsby Fishing Heritage Centre, Normanby Hall Country Park, English Heritage investment at Gainsborough Old Hall and the Alkborough Flats	Tourism Officers Group	County and Local Authorities
Improve the digital offer and use that to create packages that make booking easier for visitors, including promoting the use of the TXGB booking system developed by Visit England to build domestic tourism.	Visit Lincoln	Lincolnshire County Council
Refresh and relaunch VisitLincolnshire.com	Visit Lincoln	Lincolnshire County Council, Greater Lincolnshire LEP



OUR AMBITION IS TO CREATE A CLUSTER OF INNOVATION FOCUSED DEFENCE COMPANIES, AND ENSURE THAT GREATER LINCOLNSHIRE IS A HIGHLY ATTRACTIVE, FIRST-CHOICE DESTINATION FOR DEFENCE-RELATED INDUSTRIES, SERVICE LEAVERS AND THEIR FAMILIES.

OUR PRIORITIES FOR YEARS 1-5	SUGGESTED LEAD	CRITICAL PARTNERS FOR DELIVERY
Establish a strategic board for defence, comprising specialist public and private sector representatives, to drive this sector forward in Greater Lincolnshire	Greater Lincolnshire LEP	
Deliver the defence innovation centre as part of phase 2 of the Lincoln Science and Innovation Park (LSIP)	Greater Lincolnshire LEP	
Develop an action plan to grow the cluster, capitalising on the new £16bn increase in defence spending announced at the 2020 Spending Review	Greater Lincolnshire LEP	
Support defence businesses with room to grow outside of the military compounds, deepening their engagement with Greater Lincolnshire, and raising the profile of the often low-key defence sector. We will aim to retain skilled former defence industry workers within Lincolnshire, converting their skills into productive output, and we will work to redevelop and repurpose former defence assets and estates	Lincolnshire County Council	Greater Lincolnshire LEP, Local Authorities
Pursue opportunities for relocation of Ministry of Defence staff from Whitehall to Lincolnshire.	Greater Lincolnshire LEP	Lincolnshire County Council, MoD, DIO



HEALTH AND CARE

OUR AMBITION IS THAT GREATER LINCOLNSHIRE WILL DEVELOP NEW EFFICIENT AND INNOVATIVE MODELS OF CARE FOR A DISPERSED AND AGEING ECONOMY, BUILDING A CLUSTER OF LOCAL BUSINESSES TO SUPPORT ACTIVE AGEING

OUR PRIORITIES FOR YEARS 1-5	SUGGESTED LEAD	CRITICAL PARTNERS FOR DELIVERY
To exploit the unique profile of the Greater Lincolnshire area so as to achieve its potential to be a market leader in the areas of rural healthcare and better ageing	Greater Lincolnshire LEP Health and Care Board	
Build the resilience of the sector in light of changing migration rules, starting with a review of early years and nursing home capacity and resilience. And we will utilise Midlands Engine funding for mental health work with local companies in places, through an accessible website	Greater Lincolnshire LEP/Upper Tier Local Authorities	Lincolnshire County Council, North Lincolnshire Council, North East Lincolnshire Council
Working with practitioners across Greater Lincolnshire to convert research into better health outcomes for all residents. We will pioneer new and innovative models of rural health delivery in partnership with the Centre for Ageing Better	Local Authorities	Lincolnshire County Council, Greater Lincolnshire LEP



ADVANCED MANUFACTURING AND CHEMICALS

OUR AMBITION IS TO BUILD ON EXISTING STRENGTHS WITHIN PARTS OF GREATER LINCOLNSHIRE TO INVEST IN INNOVATION AND CREATE A POWERFUL DRIVER OF ECONOMIC GROWTH FOR THE REGION.

OUR PRIORITIES FOR YEARS 1-5	SUGGESTED LEAD	CRITICAL PARTNERS FOR DELIVERY
Deliver a Transformational Manufacturing Programme, focusing on horizontal innovation, a holistic review of strategic plans, servitisation support and guidance on retraining, upskilling and onboarding workers alongside 12 months of coaching assistance	Business Lincolnshire Growth Hub	
Pilot Greater Lincolnshire Manufacturing Network, a knowledge-intensive business hub hosted by the University of Lincoln School of Engineering, supporting the growth and development of SME businesses. We will also support manufacturing business to get back on track through recovery funding with capital grants	Business Lincolnshire Growth Hub	
Be a voice for the chemical industry to ensure a smooth transition to a new trading arrangement, concerning talent, customs, and regulations	Greater Lincolnshire LEP	North and North East Lincolnshire
Provide training and jobs through the National Centre for Process and Manufacturing and accelerate adoption of Industry 4.0 digitalisation technologies, supporting the UK-wide implementation of a National Supply Chain Programme, as well as looking at the benefits of onshoring supply chains.	Business Lincolnshire Growth Hub	Midlands Engine

RESPONDING TO COVID-19

ACROSS THE FIVE FOUNDATIONS OF PRODUCTIVITY



OUR AMBITION IS TO CAPITALISE ON
THE DISPERSED ECONOMY
TO CREATE A LEADING POLYCENTRIC,
PRODUCTIVE ECONOMY

OUR PRIORITIES FOR YEARS 1-5	SUGGESTED LEAD	CRITICAL PARTNERS FOR DELIVERY
Deliver the Future High Street and Towns Fund bids for Greater Lincolnshire Towns, and align these with place-based investment strategies such as Local Transport Plan, Environmental and Historic Place strategies.	Local Authorities	
Develop local co-working spaces across the area, starting with a review of available high street spaces for creative new uses such as co-working space, encouraging young entrepreneurs to open up businesses, and working with central government on towns investment plans.	Local Authorities	
Offer to work with Government to shape the formula of the UK Shared Prosperity Funds, in a way that works for the diverse areas of Greater Lincolnshire.	Lincolnshire County Council, North Lincolnshire Council, North East Lincolnshire Council	
Deliver a capital programme which provides sites and offices for businesses	Lincolnshire County Council	Local Authority partners



IDEAS

OUR AMBITION IS TO BROADEN AND DEEPEN THE BASE OF INNOVATING FIRMS IN GREATER LINCOLNSHIRE, ALIGNING INNOVATION WITH THE PRIORITY SECTORS, AND TREBLING THE LEVEL OF INNOVATION INVESTMENT IN THE REGION.

OUR PRIORITIES FOR YEARS 1-5	SUGGESTED LEAD	CRITICAL PARTNERS FOR DELIVERY
Support digital uptake in business, delivering a Made Smarter Digitalisation Pilot for Business, starting with a pilot focused on manufacturing and food businesses. We will establish a partnership with Innovate UK to support businesses to invest in new technology	Business Lincolnshire Growth Hub	Greater Lincolnshire LEP, University of Lincoln
Secure funding for the ORE Catapult to establish an Offshore Wind Operations and Maintenance Centre of Excellence in Grimsby, to provide next generation testing for offshore wind components	North East Lincolnshire Council	
Boost advanced manufacturing, helping firms move up the value chain and invest in automation and digitisation through capital grant and loan schemes	Business Lincolnshire Growth Hub	
Capitalise on our higher education presence, supporting for firms to commercialise their own R&D or adopt existing innovations from elsewhere, building an innovation ecosystem which allows business, universities, and applied research institutions to better co-develop innovation and transform business practice	Greater Lincolnshire LEP Innovation Council	
Maintain graduates within Lincolnshire, establishing a Graduate Internship Scheme.	Universities	



PEOPLE

OUR AMBITION IS TO ENABLE ALL RESIDENTS TO REACH THEIR POTENTIAL IN THE LOCAL LABOUR MARKET AND PARTICIPATE IN A FLOURISHING AND INCLUSIVE ECONOMY.

In addition to focusing on these priorities we will work with the brand new, national Skills and Productivity Board (SPB) and DfE through the SAP Programme, to ensure that the needs and challenges of our local SMEs and residents are reflected in new and emerging skills policies and programmes. We recognise that a one-size fits all approach does not provide the whole of the solution that our different places need in order to prosper, and so we are keen to work on the roll-out of the National Skills Fund, and would like to talk to Government about piloting an approach to Individual Learning Accounts to ensure that local provision matches local labour market demand.

OUR PRIORITIES FOR YEARS 1-5	SUGGESTED LEAD	CRITICAL PARTNERS FOR DELIVERY
Swift and effective implementation of Government employment and skills schemes, starting with Kickstart to support young people into work	All partners	
Launch of our year-long flagship programme of Online Jobs and Careers Fairs	Greater Lincolnshire LEP	
Fast paced development of a new Apprenticeship Action Plan designed to increase apprenticeship opportunities for people of all ages, including the launch of a Levy Transfer Scheme	Greater Lincolnshire LEP	
Launch and deliver the Institute of Technology with a hub and spoke model, supporting technical and digital training at levels 4 and 5	Education Partners	
Accelerate our work to understand, promote and grow digital skills at all levels to enable residents to participate fully in society and take advantages of new ways of working	Employment and Skills Advisory Panel	All education lead organisations
Seek funding for a game-changing HR and Workforce Planning Scheme that will increase good quality employment opportunities, whilst rapidly increasing the productivity of SMEs	Employment and Skills Advisory Panel and LEP/LCC Commissioning Board	
Expand work with schools to ensure strong links with sectors and local employers, and progress a proposal to achieve DfE's ambition for a Career Hub in every LEP area.	Employment and Skills Advisory Panel	



BUSINESS ENVIRONMENT

OUR AMBITION IS TO CREATE A SUPPORTIVE BUSINESS ENVIRONMENT FOR ENTREPRENEURS, MICROS AND SMES TO GROW AND BECOME MORE PRODUCTIVE AND RESILIENT

OUR PRIORITIES FOR YEARS 1-5	SUGGESTED LEAD	CRITICAL PARTNERS FOR DELIVERY
Promote the National Centre for Process and Manufacturing to businesses to help them upskill their workforce. Accelerate adoption of Industry 4.0 digitalisation technologies, lobby for a UK-wide National Supply Chain Programme, as well as looking at the benefits of onshoring supply chains	Business Lincolnshire Growth Hub	Business representative organisations
Draw in inward investment and increase market access through a local internationalisation strategy, taking advantage of opportunities provided by Brexit	Team Lincolnshire and Business Representative Partners	
Work with the University of Lincoln to deliver the Productivity Hubs programme - creation of a series of hubs in Greater Lincolnshire with and accompanying Accelerator programme and seed funding competition	University of Lincoln	
Grow the Team Lincolnshire ambassador network to provide business to business support and open up opportunities for collaboration and innovation	Team Lincolnshire	
Deliver freeport status for the Humber and northern Lincolnshire. This will spur growth in local manufacturing firms by expanding the trade in intermediate goods.	Humber Leadership Board	Greater Lincolnshire LEP, North Lincolnshire Council, North East Lincolnshire Council

INFRASTRUCTURE

OUR AMBITION IS TO DEVELOP THE INFRASTRUCTURE NEEDED TO SUPPORT BUSINESS GROWTH, CONNECT PEOPLE, AND BE PREPARED FOR FUTURE GROWTH AND CHALLENGES.

OUR PRIORITIES FOR YEARS 1-5	SUGGESTED LEAD	CRITICAL PARTNERS FOR DELIVERY
Deliver the Greater Lincolnshire Strategic Infrastructure Delivery Plan, with the priorities being North Hykeham Relief Road, the A46/A15 enhancements, and improvements to the A16 and A17, and A1 upgrades to Motorway standard	Local Highways Authorities	Infrastructure Group
Deliver cycling and rail upgrades, alongside a targeted marketing programme to ensure Lincolnshire is recognised as the Netherlands of UK cycling	Local Authorities	
Support transport connectivity through designing EV connectivity into new developments	Local Highways Authorities	
Deliver full coverage of 4G mobile to ensure no 'not spots' remain and encourage rollout of 5G across all of Greater Lincolnshire	North East Lincolnshire	
Work with Anglian Water, the Environment Agency and other partners to try to guarantee flood resilience into the long-term	Local Authorities	
Develop a Greater Lincolnshire Infrastructure strategy focused on place based priorities and linked strongly to the economic priorities of the Plan for Growth.	Lincolnshire County Council	Local Highways Authorities

Paper 5 –COMPREHENSIVE SPENDING REVIEW

DISCUSSION PAPER

Publication	Public Paper (published)					
Meeting date:	26 th November 2021					
Agenda Item:	5					
Item Subject:	Comprehensive Spending Review Discussion Paper					
Author:	James Baty					
For:	Discussion	X	Decision		Information	X

1. Background

- 1.1 The Spending Review concluded on 27 October with Rishi Sunak's statement to the House of Commons. The Spending Review (SR) has set departmental budgets up to 2024-25. A note outlining the headlines from SR has previously been circulated and is attached with papers.

We had previously anticipated that the Levelling Up White Paper would also be published, although it has now been confirmed that this is due at the end of the year. The revised plan follows the appointments of Michael Gove as the Secretary of State for Levelling UP, Housing, Communities and Local Government and Andy Haldane, previously Chief Economist at the Bank of England, as Head of the Levelling up Taskforce.

- 1.2 This paper highlights three cross-cutting themes for the Board to discuss in relation to the role of the GLLEP:

1. The new funding landscape for local growth
2. The emerging shape of the Levelling Up agenda
3. The role of business to resolve its own challenges

2. The new funding landscape for local growth

- 2.1 As the Board will be aware, there is currently significant flux in the funding landscape in relation to local growth initiatives. The Spending Review solidifies the increased fragmentation we have seen over recent years meaning that local partners will need to work together to knit together a complex and broader range of small investments than previously. Following the Spending Review, this landscape includes:

A) **The UK Shared Prosperity Fund (UKSPF):** worth over £2.6 billion, to replace EU Structural Funding and help people access new opportunities in places of need. Funding will rise to £1.5 billion a year by 2024-25. We now have some details about the UKSPF will support although there has been no confirmation as to how innovation investment, previously funded through ERDF, will be covered or if the, previously, additional Local Growth Funding will be accounted for on top of the Government's commitment to maintain investment levels previously received through structural funding.

B) **The Levelling Up fund:** £1.7 billion of the total £4.8 billion has now been announced, awarding 105 places investment into local transport, cultural assets and regeneration. Two Levelling Up Fund projects in Greater Lincolnshire were approved: Gainsborough Town Centre and the A16 access to employment road improvement schemes.

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- C) **The Community Ownerships Fund:** £150 million to help communities protect and manage treasured local assets. The first 21 projects were announced at the Spending Review.
- D) **Local authority funding:** Increased funding for local authorities of 3% a year in core spending power in estimated real terms.
- E) **The Towns Fund:** £3.6 billion supporting the continued regeneration of some 170 high streets, town centres and local communities across England
- F) **Freeports:** up to £200 million to deliver eight Freeports in England, creating regions that will flourish as hubs for global trade and investment. Confirmation that Humber Freeport will be one of three Freeports (other two are Teesside and Thames) able to begin initial operations from November.
- G) **National Infrastructure Fund:** the National Infrastructure Strategy (NIS), published last year, set out the Government's long-term plans for infrastructure investment across the UK, including through road, rail and digital infrastructure. The Spending Review announced over £100 billion of new infrastructure investment up until 2025 bringing the total committed to economic infrastructure since the publication of the NIS to over £130 billion. This investment has included funding for the North Hykeham Relief Road and £35 billion of rail investment with a focus on HS2, the Midlands and the North.
- H) **Increased departmental spending:** at 3.8% a year on average in real terms over this Parliament means that we should not only look at funding directly relating to regional growth but should also consider funding opportunities from across government that link to the Region's core priorities and game changers. For example, Defence Spending, which is set to see the largest increase since the Cold War, and Net Zero, which is receiving significant investment including £1.5 billion in net zero innovation, £1 billion for Carbon Capture, Usage and Storage and £380 million for the Offshore Wind Sector.

Discussion: What role should the GLLEP seek to place across this landscape? Are the Sub-Boards sufficiently aware of these changes?

3. The emerging shape of the levelling up agenda

- 3.1 The Spending Review confirmed that the Government's approach to levelling up is to be underpinned by four principles:
 - 1. spreading opportunity and improving public services, particularly where they are weaker
 - 2. boosting living standards, particularly where they are lower
 - 3. restoring local pride
 - 4. empowering local leaders and communities
- 3.2 The Spending Review didn't include mention of Local Enterprise Partnerships. We still await the outcome of the LEP review and hope to see more details in the Levelling Up White Paper. That said, many of the funding announcements linked to the overall levelling up agenda, and these will shape the White Paper given that there

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will be limited scope for additional investment to be announced now that the Spending Review has concluded. This includes the local growth funding landscape outlined above but also:

- **Increases in R&D funding that supports Place:** with more investment in Innovate UK core funding (by 36% over the Spending Review period), an increasing focus on the diffusion of existing innovation to businesses, particularly SMEs, renewal of place-focussed funds such as the Connecting Capabilities Fund, which the University of Lincoln has been successful in securing in the past.
- **Increases in skills funding:** by £3.8 billion by 2024-25 - equivalent to a cash increase of 42% (26% in real terms) compared to 2019-20. This is to include Apprenticeships, funding to opening 20 additional Institutes of Technology, and an additional £1.6 billion by 2024-25 for 16-19-year-olds' education in England.

3.3 The GLLEP team have been in touch with the Levelling Up unit, and we understand that the revised White Paper will focus on how to create change and the policy framework to support that. We have shared the Greater Lincolnshire analysis of Levelling Up with them as they were keen to understand how the issues play out in local areas and to be alerted to any issues that might be missed.

Discussion: What role should the GLLEP seek to play in relation to the four principles of Levelling Up?

4. The role of business to resolve its own challenges

4.1 The Spending Review announced a range of support for Businesses, particularly in relation to post-Covid recovery, including temporary £1.7 billion of business rates relief over the next year for up to 400,000 retail, hospitality and leisure properties. However, in his speech to the House, Rishi Sunak stated:

“Taxes are rising to their highest level as a % of GDP since the 1950s. I don’t like it, but I cannot apologise for it - it’s the result of the unprecedented crisis we faced and the extraordinary action we took in response.

But now, we have a choice. Do we want to live in a country where the response to every question is: “what is the government going to do about it”? Where every time prices rise, every time a company gets in trouble, every time some new challenge emerges, the answer is always: the taxpayer must pay? Or do we choose to recognise that Government has limits. That Government should have limits [...]

My goal is to reduce taxes. By the end of this Parliament, I want taxes to be going down not up. I want this to be a society that rewards energy, ingenuity and inventiveness.

A society that rewards work.”

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- 4.2 There is much that can be read into within this statement but, in relation to the recent haulage and supply chain issues, there is a sense that Government is setting out an expectation for businesses to do more to resolve its own challenges, and to develop foresight in order to avoid future crisis. The GLLEP has long considered such issues, providing analysis and scanning of key issues that businesses have needed to prepare for, as well as supporting businesses through the pandemic.

Discussion: What role should the GLLEP play going forward to continue supporting the foresight and preparedness of Greater Lincolnshire businesses, particularly in our key sectors?

5 Recommendation

- 5.1 The Board is asked to discuss the points highlighted in the report:
- a. What role should the GLLEP seek to place across this landscape? Are the Sub-Boards sufficiently aware of these changes?
 - b. What role should the GLLEP seek to play in relation to the four principles of Levelling Up?
 - c. What role should the GLLEP play going forward to continue supporting the foresight and preparedness of Greater Lincolnshire businesses, particularly in our key sectors?

Paper 7 - GLLEP Board Forward Planner 2021/22

Date	Venue	Standing Items	Others
26 th November at 10.30 am - Quarterly - Physical	Think Tank Lincoln	Chair and CX report RC Quarterly performance, finance, ADP and programmes - CI Plan for Growth - Progress and Governance - JB	Policy - Opportunities from National Budget /Levelling up - JB Low Carbon Accelerator Fund, and Labour Market fund - HD
25 th January 2022 at 3.30 1 hour via Teams	Monthly Teams	Chair & CX Report RC	Midlands Engine - Rachel Greenwood Visitor Economy Board priorities and Tourism Action Plan - Nicky Van der Drift/Jo Hardy - tbc Defence Board priorities - Julian Free
22 nd February 2022 at 3.30 1 hour via Teams	Monthly Teams	Chair & CX Report RC	Energy Council Progress - Clean Growth Sector Plan - DB Local Skills Report - ESAP
25 th March 2022 at 10 -	Tbc - potentially RAF Waddington	Chair & CX Report Quarterly performance, finance, ADP and programmes - CI Economic Plan Progress and Governance - JB	Innovation Council - Andrew Hunter UKFV Progress - Sarah Louise Fairburn Internationalisation Strategy sign-off - SH