

Greater Lincolnshire LEP Board Meeting

Friday, 27th January 2017
10.00am to 12.30 pm
Epic Centre, Lincolnshire Showground

Paper 0- Agenda

Time	Item and brief description	Lead	Access/Circulation
10.00 10 mins	1 – Welcome, Apologies, Declarations of Interest <ul style="list-style-type: none"> Minutes and actions from the last meeting Directors business 	Chair	All Members - Paper 1 All Members –Paper 1.1
10.10 10 mins	2 – LEP Directors Report <ul style="list-style-type: none"> Updates on programmes 	Ruth Carver	All members – Paper 2
10.20 10 mins	3 – SEP Action Plan For discussion	Ruth Carver	All members – paper 3
10.30 30 mins	4 - Vision 2020	Angela Andrews, CX, Lincoln City Council	Presentation
11.00 30 mins	5 – Midlands Connect and Midlands Engine Strategy	Maria Machancoses. Midlands Engine Director	Presentation
11.30 10 mins	6 – Quarterly Economic Survey Results	James Baty	All members - Paper 4
11.40 10 mins	7 – Assurance Framework For approval by the board	Halina Davies	All members – Paper 5
11.50 20 mins	8 – Industrial Strategy Engagement Plan	Liz Shutt	All members –Paper 6
12.10 5 mins	9 – Equality & Diversity Policy For approval by the board	Halina Davies	All members - Paper 7
12.20 10 mins	10 – Visitor Economy Board For approval by the board	Chris Baron	Paper 8

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

The AGM will follow at 1.00pm, and there will also be a Midlands Connect meeting

The Investment Board will held from 2.00pm to 4.00pm.

Attendees - LEP Board Directors: Ursula Lidbetter (Chair), David Dexter (Deputy Chair), Andy Orrey, Chris Baron, Cllr Peter Wheatley, Cllr Bob Adams, Cllr Rob Waltham, Cllr Colin Davie, Pat Doody, Herman Kok, Richard Wills; Mark Tinsley, Steve Middlebrough

Observers: Sarah Hendry (DEFRA), Pete Holmes (Cities & Local Growth Unit), Amanda Mosek, ESB and Boston College.

Officers: Ruth Carver, Liz Shutt

Apologies Received:

Date of Next Meeting : 23rd March 2017 – venue to be confirmed

Additional Papers Pack

AP1 – Draft Minutes from ESIF meeting – 15th November 2016

AP2 – Draft Minutes from the Water Management Board – 19th October 2016

AP3 – Draft Minutes from the Employment & Skills Board – 1st December 2016

AP4 – Draft Minutes from the Audit & Finance Committee – 3rd November 2016

AP5 – Draft Minutes from the Investment Board – 24th November 2016

AP6 – Forward Plan

AP7 – Bi Monthly Report

Board Members Present:

Ursula Lidbetter – Chair; David Dexter – Deputy Chair; Cllr Ray Oxby, Cllr Rob Waltham; Mark Tinsley; Herman Kok; Pat Doody; Richard Wills; Steve Middlebrough

Apologies from Board Members:

Cllr Colin Davie; Baroness Redfern; Andy Orrey, Chris Baron; Prof Mary Stuart

Observers: Pete Holmes; Angela Blake

LEP

Ruth Carver; Clare Hughes; Sue Groves (Note Taker)

Item 1

Welcome and Introductions

The Chair welcomed all to the meeting.

The minutes of 30th September 2016 agreed as a true record and can be published.

Declarations of Interest on the Agenda

Ursula Lidbetter – GD project - Boole Park, Lincoln Transport Hub

Herman Kok – Unlocking Housing Project – Tytton Lane Boston

David Dexter – LEP Directors report – the FSB is an applicant for the Feasibility fund.

Directors Business

- All Declarations of Interest forms require checking and updating by Board Directors.
- The Financial Statement and Review for the year ending 31st March 2016 was approved for publication and for consideration at the AGM. The accounts have been audited by Streets, who gave a clean bill of health and was considered by the Finance & Audit Committee, who recommended to the board of directors that the Financial Statement and Review were accurate and can be considered at the AGM in 2017. The Board approved the Financial Statement, subject to typing errors being amended.
- The AGM is on 27th January 2017 and will follow the LEP Board meeting. At the AGM, the Financial Statement and Annual Report will be received and the auditors for the next year will be appointed .

Matters Arising from previous minutes

Actions:

- **Produce a SEP Action Plan to be finalised for the next Board meeting – LEP Secretariat**
- **Minutes to be published – LEP Secretariat**

Item 2

North East Lincolnshire Growth Plans

Angela Blake, Director of Regeneration at NEL gave a presentation on the North East Lincolnshire Economic Strategy, which was approved in March and the key themes being

Business, People and Place. This was prepared in partnership with local businesses and overseen by the private sector.

The "Vision for North East Lincolnshire 2032" is for businesses to invest and grow, entrepreneurs can flourish, workforce is skilled, infrastructure is first class and that young people's aspirations hold no bounds.

Success might look like:

- Leading centre for offshore wind in Europe
- UK's leading seafood processing centre
- Successfully diversified Port of Grimsby and Immingham
- Deliver SHIP – North East Lincolnshire's largest ever infrastructure investment programme
- Developers delivering speculative office/industrial floor space
- Doubled rate of housing delivery
- "place" offer is competitive and attracting people/investment to North East Lincolnshire
- GCSE attainment exceeds the England average
- All 16-19 year olds in full time education, employment or training
- Young people's aspirations raised
- Internal/external perceptions transformed

The key sectors are:

- Renewable energy:
 - improve vessel access and berthing
 - provide development sites with quayside access
 - supply chain development
- Ports and Logistics:
 - relocate VTS facility to Port
 - Ro/Ro market development
 - lobbying re further rail freight investment and intermodal opportunities
- Food Processing:
 - revitalise role of HIS
 - develop food grade incubator units
 - develop trade/export programme
- Chemicals/Petrochemicals:
 - supply chain development (eg, shutdowns)
 - identify opportunities for further integration (heat networks, shared feedstocks)
- Visitor Economy (a Cultural Strategy is currently being drafted)
 - further develop DiscoverNEL brand and marketing activity
 - establish Destination Management Organisation
 - arts/cultural strategy and co-ordinated events programme
- Cross-sectoral priorities:
 - will develop compelling inward investment proposition and prospectus for key sectors and develop delivery role/capacity of Sector Groups

Comments:

- Enterprise Zones create employment and DCLG have been asked for enhanced capital for FEZs
- Pleased to see that North East Lincolnshire are working with SMEs and private sector, but would like to see more work with self-employed, as they represent 15% of the

	<p>total workforce. Confirmed that they are fully engaged with self-employed.</p> <ul style="list-style-type: none"> • Skills and productivity are key • Staff from BEIS will be attending meetings around the county to talk to North East Lincolnshire Council regarding renewables, the Energy Strategy Plan and to understand the area.
Item 3	<p><u>Headlines from the Autumn Statement</u></p> <p><u>RC gave an overview of the Autumn statement as they relate to the GL LEP</u></p> <ul style="list-style-type: none"> • National Productivity Investment Fund of £236bn: <ul style="list-style-type: none"> - £2.3bn Housing Investment Plan (in areas of high demand) - £90m Future Transport Technology - £1.1bn for Local Roads (Pinch Points) as per the Strategic Infrastructure Delivery Plan - £45m Rail Technology - £1bn Fibre Broadband G5 – priorities for local areas - £2bn for Research and Development (Universities and local businesses, ie, Innovate UK) • Aspirations for medical training, 1,500 training places will be available – in for Greater Lincolnshire – LEP to work with the Lincoln University.. • Growth Deal of £1.8m to be released. • Midlands LEPs have been allocated £392m for SLGF, but allocations for individual LEPs have not yet been announced – PH stated that negotiations will be taking place. • Midlands Engine – further announcements are awaited. • Northern Powerhouse submitted their strategy to Govt on 23 November and the Midlands Engine will be submitting theirs in the near future, with a similar format. Conversations with partners will be requirement to implement. • Business and Corporation Tax. • National Living Wage. • Rural Rate Relief – only a small number of businesses will be able to take advantage of this <p>Discussion took place regarding the above announcements and concerns were raised that the National Living Wage would have a huge impact on the care sector in Greater Lincolnshire and disappointment in that there was no mention of the care sector. Ruth – Richard mentioned the Sustainable Transformation Plans (NHS) which I believe related to this section.</p> <p>Concern was raised that the Tax allowance for Research and Development is only available to limited companies, PH was asked to take this back to Govt regarding unlimited companies.</p>
Item 4	<p><u>Devolution</u></p> <p><u>An discussion around devolution across Greater Lincolnshire was undertaken.</u></p> <p>Disappointment from some Board members regarding the vote for Devolution after coming so far, and especially with all the work that was put into the process.</p> <p>It was agreed that a sense of team work had been built up between all the Authorities and that this should continue and to look at alternatives to a Combined Authority. Agreed that there could be challenges ahead, but all agreed that the GLLEP is now a strong model and the profile should be raised and will still be able to influence Govt.</p>

	<p>The Board members agreed that they should still aim to work collaboratively to build on the work that has already been done. The GLLEP will continue to work with key sectors, ie, skills, housing etc. Good relationships/leadership have emerged and could see no reason why this should not continue.</p> <p>Board members who attend the Greater Lincs Leaders/CX & Greater Lincs Leadership Board (Joint Committee) Meeting will keep the Chair informed of the outcomes from the meeting to be held on 25th November.</p> <p>A De-implementation Plan will now be discussed, identifying the commitments involved, PH to discuss with Ministers about items that can be continued, ie, skills.</p> <p>Actions:</p> <ul style="list-style-type: none"> ➤ Chair to write to Ministers, with copies sent to Leaders, outlining the ambitions of the GL LEP.
Item 5	<p><u>LEP Director's Report</u></p> <p>Financial Overview</p> <ul style="list-style-type: none"> ➤ The projected outturn for this financial year is £517,027, slightly over due to the cost of administering the Growth Deal projects and an increase in comms and events activities, such as the Big Debates and launch of a new website. The LEP team expect that the budget will be on target by the end of the financial year due to a revision of the forecasts, and communications activity in the last quarter of the year. <p>Industrial Strategy</p> <ul style="list-style-type: none"> ➤ This will be discussed at the LEP Strategy Session to be held on 5th December 2016. <p>Midlands Engine Investment Fund</p> <ul style="list-style-type: none"> ➤ Midlands Engine Investment Fund to be launched during February and a nomination is sought to sit on the Regional Board. It was agreed that any candidates would be considered by the Appointments Board. <p>Feasibility Fund – to note</p> <ul style="list-style-type: none"> ➤ DD declared an interest in this as an application has been submitted <p>Annual Conversation</p> <ul style="list-style-type: none"> ➤ The annual conversation with Govt has been arranged for 5th December 2016, RC will feedback to the Board at the next meeting. <p>LEP Performance</p> <ul style="list-style-type: none"> ➤ The only Amber area is the "Growth Deal Performance". The reason for this is that the challenging spend target with a number of projects reporting slippages and the current forecast suggest that we may be underperforming. The Investment Board will consider recommendations from officers to close this gap at its meeting later today. There are also delays on the Grantham Southern Relief Road and the Lincoln Transport Hub. A full discussion to take place at the Investment Board following this meeting <p>Actions:</p> <ul style="list-style-type: none"> ➤ Letter to be circulated asking for MEIF RAB nominations - Secretariat ➤ Feedback to the Board regarding the Annual Conversation - Secretariat.
Item 6	<u>ESIF Update</u>

	<p>Pat Doody, Chair of the ESIF Committee gave an update on the European Structural and Investment programmes. The Board was updated on the European Structural and Investment Programmes and given the highlights.</p> <p>There have been three calls for activity since the ERDF programme was launched and DCLG have confirmed that there will be a fourth call in December 2016, but there will be restrictions on how much of the total allocation to 2020 will be allowed.</p> <p>The paper recommended that GLLEP continues to promote its need for future programmes, and it is recommended that a detailed piece of work is carried out to establish an agreed position statement. The report was endorsed by members.</p> <ul style="list-style-type: none"> • Any projects signed prior to the Brexit vote will be funded, but priorities will be Value for Money, the UK and SEP. • Ensure that the Growth Hub is secured, but need to know what budget is required. • ERDF monies still to come. • One area still struggling is PA6 to get monies to. Requests are from small organisations whose projects are too small. Large projects needed, for example from Local Authorities, but they would have difficult with match-funding. • LEP is looking at what funding will be available once the UK has left the EU. • Look at the demands/needs of businesses in the future. • Stability is needed, ie, funding needs to be consistent with long term planning from Govt and resources to follow it up.
Item 7	<p><u>Growth Deal 3 - Presentation</u></p> <p>Following the pitch to Government for £106.5m for Growth Deal 3. The autumn statement confirmed regional amounts - £392m for Midlands LEPs, but allocation to GLLEP unknown as yet, but will be announced in the coming weeks. Once the figure is known, it is likely that a quick turnaround will be required, including projects information, match and outputs.</p> <p>RC gave an overview of three scenarios and board members agreed the three scenarios, and agreed that the final sign-off would be with the Chair due to the timescales involved.</p> <p>Actions:</p> <ul style="list-style-type: none"> ➤ Once a financial envelope is available, the chair would sign off on behalf of the GL LEP Board.
Item 8	<p><u>Careers Advice</u></p> <p>The Board members were asked to note the contents of the report about the Skills Gap and how employers are not able to recruit due to the lack of skills, particularly for the Agricultural, Food and Manufacturing Sectors. Examples given in Appendix 1.</p> <p>Over the last few years, there have been a number of changes to the way careers guidance has been delivered. Until 2012, responsibility rested with local authorities and this was delivered through the Connexions service. The Education Act 2011, and subsequent extension, means that schools and colleges have the statutory duty to "secure access to independent careers guidance " for pupils aged 12-18, not the local authority.</p> <p>Career guidance is services and activities intended to assist individuals to make educational, training and occupational choices and to manage their careers. However, Career Advisers are not required to know about local industry, but they would be expected</p>

	<p>to know where to look for information about it.</p> <p>The Employment and Skills Board has considered this topic many times and has carried out a joint initiative with LCC to raise awareness of Greater Lincolnshire's important sectors to schools, parents and teachers through a variety of projects, which include teacher workshops, conferences, seminars, bus advertising campaign, options booklet for parents of children in Year 6.</p> <p>Asked what the LEP can do. Example of when Manufacturing employers are looking to recruit, it is assumed that they only need engineers. This is not the case as they also require administrative staff.</p> <p>DD said that careers guidance for self-employment should be included.</p> <p>Suggested that whilst teachers are being trained, careers guidance should be part of their training. This has already been discussed with Bishop Grosseteste University.</p> <p>Actions - The chair of the ESB to ensure that the deliverers of Careers Advice have access to good local information about sectors and industry, and explore opportunities and develop a scheme that helps engage local employers and schools.</p>
Item 9	<p><u>Any Other Business</u></p> <p>Action - Nick Hurd, MP, is visiting British Steel on 1st December 2016 and the board was asked if there any volunteers who could attend, representing the LEP.</p> <p>Action - The LEP team to update the Ministerial visit opportunities list.</p>
<u>Meeting Closed at 12:40</u>	

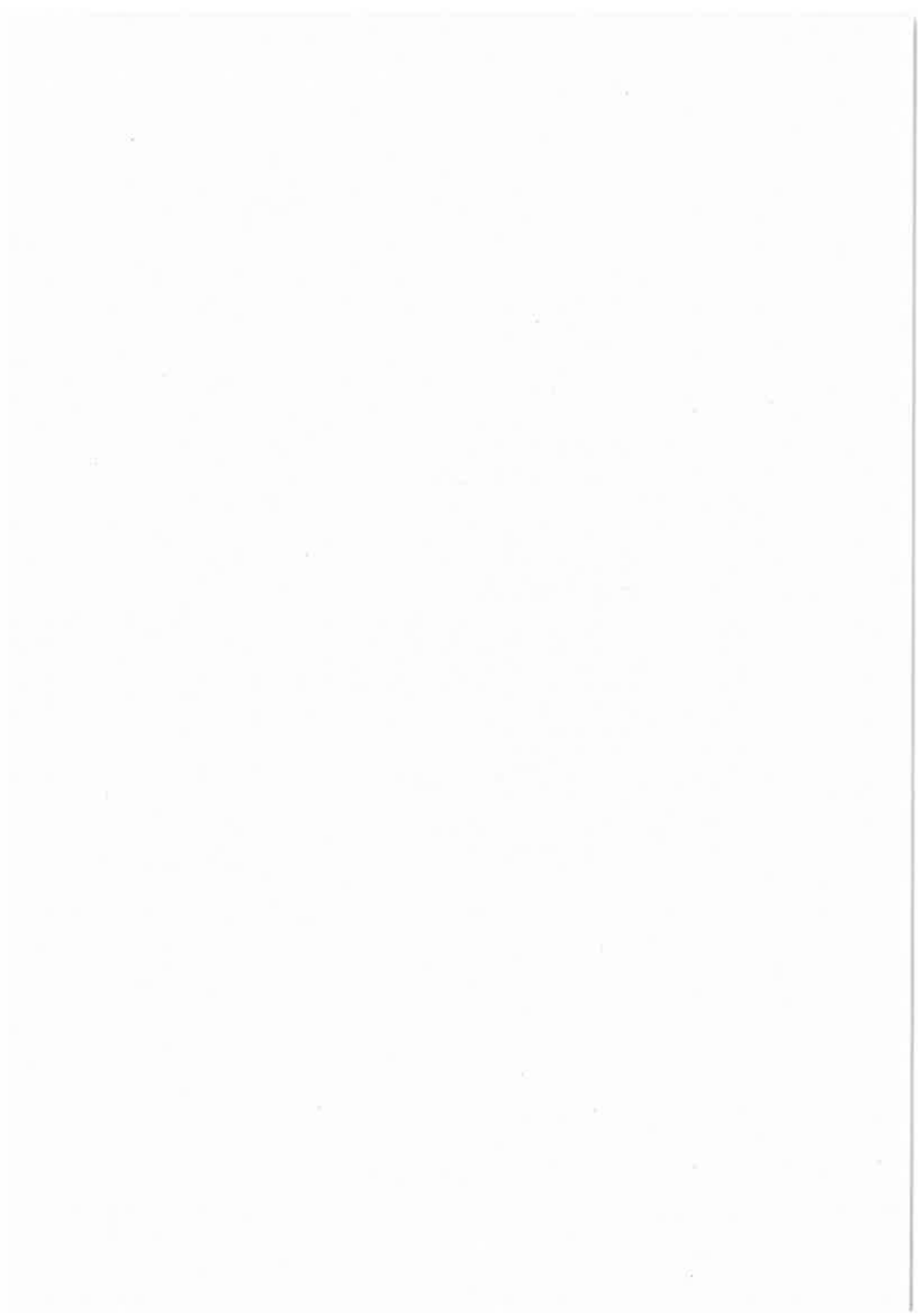
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Chairperson

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Date

ACTIONS FROM LEP BOARD MEETINGS 2016

<u>GLLEP Board Date</u>	<u>Action</u>	<u>Person Responsible</u>	<u>Carried Out</u>
30 September 2016	Product a SEP Action Plan	RC	Jan 17
	BREXIT monitoring – LEP to work with University of Lincoln to undertake BREXIT monitoring	LEP/UoL	Jan 17
	Cash Balances & Feasibility Grant Pot – to be launched at LEP Business Live	LEP Secretariat	Yes
24 November 2016	SEP Action Plan to be finalised by next Board meeting in January	LEP Secretariat	Jan 17
	September minutes to be published	SG	Yes
	Chair to write to Ministers, with copies sent to Leaders, outlining the ambitions of the GL LEP	RW to draft for Chair	Yes
	Feedback to the Board regarding the Annual Conversation and any forthcoming announcements regarding Growth Deal 3	LEP	Yes
	Financial Statement for 2015/16 approved subject to typos – to be considered at AGM in January 2017	KS/LHP	yes
	Best practice on Governance to be sought for the LEP	AO	Finance and Audit
	Circulate the LEP statement on Devolution		Yes
	MEIF – Appointments Committee to consider a Greater Lincolnshire LEP candidate and forward nominations to the British Business Bank by the end of January deadline.	LEP Secretariat	Yes
	Chair of ESB to ensure the deliverers of Careers advice have access to good local information about sectors and industry, and explore opportunities and develop a scheme that helps local employers engage with schools	HK/CH	Ongoing
	Update the Ministerial Visit opportunities	LEP Secretariat	Ongoing



Recommendations

That the Directors of the Greater Lincolnshire LEP approve the recruitment of a new Board Director and note the additional recruitments underway and match funding time capture request.

Finance

2015-16 AGM

The AGM to be held on 27th January 2017, members will receive an annual summary, sign off the Financial Report for the 2015-16 period and appoint auditors.

It is recommended that the AGM be moved closer to the year-end date in future and be held annually in September going forward.

Match funding

Director time makes a significant contribution to the £250,000 match the LEP is required to evidence against core funding. To date £43,348 of Director time has been captured from 9 Directors. Directors are therefore reminded to complete timesheets for this financial year and submit to Kate Storey for further copies or more information.

Recruitment/ Resignations

The LEP Directors Board is currently made up of 14 serving Directors and holds two further public sector vacancies. The articles of association state that there are local authority directors and public sector directors. The public sector directors shall be appointed from organisations such as the environment agency, hca, and the nhs. Where a sector vacancy cannot be filled, the board can appoint to that Sector.

The LEP Board are asked to consider approaching the Lincolnshire leaders group to appoint a further district director. This would increase the synergy between the LEP and the Lincolnshire leaders group, and continue the good relationships and activity developed during the devolution deal.

For the second vacancy, the LEP board should approach the HCA or the Healthcare sector locally.

Board Directors are asked to discuss this.

Baroness Cllr Liz Redfern has tendered her resignation with Cllr Rob Waltham put forward to replace her for North Lincolnshire Council in line with our Articles of Association. Cllr Waltham has been accepted as a company member and will be formally registered as a Director with Companies House following agreement

of his Directorship at this meeting.

The Finance and Audit Committee are seeking a replacement for Penny Sharpe who replaced West Lindsey District Council on this committee and who is taking up a post elsewhere. The post is open to any LEP company member or member organisation and this was advertised to members by email on 10th January. with a closing date of 31st.

The ESB also holds a vacancy from the last round of recruitment for a private sector board member will be advertised shortly.

Recommendations

The Board are asked to formally welcome Cllr Waltham, as the Director for North Lincolnshire Council. The board are asked to agree the approach to vacancies within the LEP board

Recommendations

This report is split into the following areas – Policy and strategy and LEP Business Performance Board Directors are asked to note the content of this report.

AREA ONE - POLICY & STRATEGY

Midlands Engine Strategy

Government has committed to publish a Midlands Engine strategy in the New Year. This is thought to be a top level strategy. Sir John Peace is keen to secure early engagement with the Midlands Engine Partnership which will be followed by a clear response from the Engine in the form of an action plan to ensure moving forward there is clear purpose and substance and a number of engagement activities with the business community are being arranged.

Planned Activity – Jan

- Midlands Engine Briefing: A meeting will be held with the Midlands Universities group who are coming together to discuss ME progress.
- Discussions around the emerging Midlands Engine Strategy with special guests made up of leading business and political Leaders.
- Midlands Engine - 5 Strategy themes. Focus groups aimed at sharing good work underway and roles for actioning issues, projects, and opportunities which are of regional and potentially national significance including Midland Connect.
- Midlands Connect Strategy – publishing at the end of January.

Midlands Engine Investment Fund (MEIF)

The MEIF is aimed at boosting the region's economy and supporting the growth ambitions of the 460,000 smaller businesses within the region and is due to be announced by Government shortly. The Fund is a joint agreement between the British Business Bank (BBB) and the 10 Local Enterprise Partnerships (LEPs) in the West and East and South East Midlands. The aim of the Fund is to provide gap funding for SMEs across the whole Midlands Engine area. Greater Lincolnshire LEP has committed £5m of its European funding allocation to support an East and South-East Midland cross-LEP fund of funds able to provide a mix of loan, early-stage and growth capital to SMEs.

The British Business Bank has been invited by the Department for Communities and Local Government to implement a Fund of Funds. The Fund will be over £250m and bring together legacy funding from existing programmes, new funding from the European Investment Bank, LEP ESIF and the British Business Bank. The funds will provide equity, debt, small business loans, proof of concept and early stage funds. The new Fund will be targeted to create jobs, support enterprises through investment, lending and assist with facilitating innovation by launching new products to market.

A Strategic Oversight Board (SOB) has been established with the Local Enterprise Partnerships to create the appropriate Governance Framework for the MEIF. Pat Doody from NatWest/GLLEP Board Director represents GLLEP as a deputy member on the Strategic Oversight Board (SOB) for the MEIF. There will also be a Regional Advisory Board (RAB), the board will review the performance of the fund managers at a local level and advise on any appropriate actions. Each RAB will have a LEP nominated member and an observer. **Russell Copley** from the Growth Hub's Lincolnshire Investment Network will be the RAB representative for GLLEP and **Samantha Harrison** will be the observer.

The MEIF will be launched at the end March 2017.

Housing

Government has been making policy and funding announcements at a significant pace since the start of the year:

Starter Home Land Fund (3 January) - Bids from City of Lincoln, SKDC and Lincolnshire County Councils have been included in the first wave of 30 local authority partnerships, selected from 79 expressions of interest on the basis of their potential for early delivery.

The £1.2 billion Starter Home Land Fund was established in April 2016 to support the acquisition, remediation and de-risking of further suitable land for starter home developments. Whilst the successful partnerships have been announced, allocated sums have not yet been agreed. The HCA is now working with the authorities to refine their EOI sites into a delivery programme.

Accelerated Construction: Local Authorities - Also on 3 January Government invited expressions of interest from local authorities who want to see land developed by accelerated construction. The programme aims to deliver up to 15,000 housing starts on central and local surplus public sector land in this Parliament through £1.7 billion of investment.

Intended to provide a tailored package of support to ambitious local authorities which would like to develop out surplus land holdings at pace, the programme specifies no single approach to accelerated construction. It will support a range of proposals at different scales and in locations where there is sufficient demand for housing. EOIs must be submitted by 28 February 2017.

The prospectus notes: "We also want to hear from local authorities on the wider blockages and barriers they face in accelerating the development of housing on their surplus land, including understanding what freedoms and flexibilities would unlock housing delivery." This is similar language to that used in last year's devolution discussions, offering some hope that the aspirations which emerged through that process might potentially find other ways forward.

A Housing White Paper is due to be published during January.

HCA Grant continues to be available through the agency's £4.7 billion Shared Ownership and Affordable Homes Programme 2016 to 2021, from which the first allocations worth £1.28 billion were announced on 5th Jan 2017. Local allocations include £7.75m to Ongo Homes Limited, £4.2m to City of Lincoln Council and £3m to Chestnut Homes. Allocations were also made to others active in our patch including Westleigh, Waterloo Homes Group, Kier Group, Longhurst and Ashley House although it is unclear from the published information how much of their allocations relate to sites in Greater Lincolnshire.

The start of the programme's Continuous Market Engagement process was also announced. The programme has been amended to include Rent to Buy and funding for affordable rent since the prospectus was first announced in April 2016.

The HCA's remit, meanwhile, is changing with an increased emphasis on investment not grant, providing

support in the form of capacity and expertise to refine emerging projects (as in the Starter Home Land Fund example above), and finance for private sector development. These developments are accompanied by further restructuring to reflect changing roles. We continue to liaise closely with HCA colleagues to ensure that Greater Lincolnshire is well-placed to take advantage of opportunities as they arise.

Spitalgate Heath, Grantham has been identified as a location for one of the first wave of 14 new Garden Villages across England. The villages will have access to a £6 million fund over the next 2 financial years to unlock the full capacity of sites, providing additional resources and expertise to accelerate development and avoid delays. In addition, the government will provide support in terms of expertise, brokerage and offer of new planning freedoms.

This is an expansion of the existing garden towns programme. These developments will be "distinct new places with their own community facilities, rather than extensions to existing urban areas". A garden town is a development of more than 10,000 homes. Garden villages are smaller settlements of between 1,500 and 10,000 homes. The new garden projects will also have access to infrastructure funding programmes across government, such as the new £2.3 billion Housing Infrastructure Fund announced at this year's Autumn Statement.

HCA Large Sites and Housing Zones Capacity fund bids are currently under assessment with an announcement expected later this month

Given the political priority attached to housing supply, it is important that Greater Lincolnshire retains the ability to work effectively across local authority boundaries on matters which benefit from co-ordination. As part of a wider review of Greater Lincolnshire Collaborative Working Groups, it was proposed to the December GL Leaders/CX Meeting Leaders that there is value in a continued role for a GL Housing Development Group (HDG). Its work to date has included: identification of a prioritised GL Housing delivery pipeline; identification of barriers to delivery and special needs housing etc; and liaison and negotiation with government and HCA. A meeting is planned for February to consider future workstreams which can be taken forward.

Business Survival - At the end of November, a report was published nationally which suggested that Greater Lincolnshire has some of the worst business survival rates in the UK. The study published by the Enterprise Research Centre drew heavily on ONS business demography data at a LEP level. The report itself suggested that only 47 per cent of enterprises "born" in greater lincolnshire in 2012 were still in existence in 2015. The humer also came in the bottom area for survival rates. Further analysis undertaken by the LEP shows that survival figures vary greatly between Lincolnshire's districts and that there are some areas which exceed the national average. Greater Lincolnshire has some areas with particularly high business start up rates, however the survival rate of those businesses remains a problem. The LEP would like to ask Professor Mary Stuart to lead a Commission into Business Survival across Greater Lincolnshire, this would be undertaken by the Growth Hub Board reporting in to the LEP. It would be beneficial if this was a joint humer and greater lincolnshire commission.

The Lep board are asking members to agree the following pathway:

Issue Definition Report – March 17 Growth Hub Meeting
Partners understanding and evidence – May 17 Growth Hub meeting
Recommendations and actions – September 17 Growth Hub meeting
LEP Board – September 17

LEP Strategy Session

The Strategic Away Day provided some input into the shaping of the **Place Marketing** work underway. Actions captured include:-

- Place marketing will require broad partnership of public and private input - not just councils

- Businesses need to believe they are being supported by broader programme of work to market the place.
- Sectors need critical mass e.g. potential job applicants from outside the area need to be convinced that there are enough opportunities in the broader local job market to provide for their career advancement or to provide alternatives
- Need to promote GL to national government and DTI.

Linked to the Government's **Industrial Strategy** and the SEP the University has aligned its R&D activities to SEP priorities and is believed to be unique amongst universities in doing this.

Strategy should focus on:-

- Fast-growing businesses locally which need support
- New sectors and new things in existing sectors
- Connecting new or small businesses to support

IT infrastructure will improve due to a range of developments including the EE/emergency services contract which will oblige them to provide connectivity and tailored specialist advice to business will be needed on:

- Export
- Digital
- IT

Our contribution to **Midlands Engine** will be primarily:-

- Food
- Ports
- Renewables

The LEP needs to:-

- Push for better use of airports
- Emphasize technology, automation and robotics
- Lobby for improved connections to HS2

Local BREXIT monitoring

A group of members of the EU Exiting Committee will be visiting Boston on Thursday 2nd February and Ruth Carver is attending on behalf of the LEP to attend alongside; Boston College; Lincolnshire Police; LCC Children's Services and Adult Social Care; NHS/Clinical; and local political leaders.

Growth Deal annual conversation

The second Annual Conversation between LEP and Government with regard to Growth Deal was held in early December 2016. The note from the annual conversation is within the additional papers pack. The review went well, covering governance and partnership working; decision making and value for money; risk management; updates to the Assurance Framework; delivery and output progress; Growth Deal 3; other local growth programmes; Devolution and Wider Government Priorities. A series of agreed actions have been put in place, some of which will be reviewed over the next few months.

Small business confidence increases in the East Midlands

Small businesses across the East Midlands are feeling optimistic as they greet 2017 despite a rise in operating costs, according to the Federation of Small Businesses (FSB)'s latest quarterly Small Business Index (SBI).

The SBI, which reflects how firms expect to perform over the coming quarter, hit +24 across the region in Q4 2016, up from -6 in the preceding three months. This means that more businesses feel confident than feel the opposite. Small business confidence rose to +8.5 for the UK as a whole in Q4. Around two thirds (63%) of small firms in the East Midlands expect profits to remain the same or increase in Q1 2017. Amid a fall in the value of the pound, almost half (47%) of exporters surveyed expect to increase overseas sales.

Small businesses in the region are facing challenges, however. The majority (65%) report an increase in the cost of doing business compared to the same period last year, with labour costs mentioned most frequently as the main cause of this increase (35%). While sterling depreciation has provided a boost for exporters, one in five firms (21%) sees it as a primary cause of increasing business costs alongside a related rise in raw material costs (26%).

Dying to Work Campaign Report

In December 2016 the TUC launched a campaign to require terminal illness to be made a "protected characteristic" which would mean that all employees battling terminal illness would enter a protected period within which they could not be dismissed as a result of their condition and identifies that terminally ill employees require additional employment protection. The campaign includes a Charter for organisations to endorse.

Recommendations include information being circulated to the LEP to request awareness of the Charter and principles be raised through LEP channels.

Growth Deal 3

The announcement is now imminent but remains under embargo until Government confirm our allocation.

DFT Wider Economic Impact Guidelines

Greater Lincolnshire LEP and its Local Authorities have responded to a recent DFT consultation regarding Webtag appraisal guidelines. The enhanced process will now include an economic narrative on each scheme, greater focus on additionality and displacement; more flexibility in terms of bespoke modelling and a recognition of the relationship between welfare benefits and GDP. The new enhanced guidelines will be released in May 2017.

Highways England – The Road to Growth

GLLEP formally responded on behalf of Greater Lincolnshire on the 20th January to the latest discussion paper from Highways England (HE) on its emerging Strategic Economic Plan. This paper sets out HE's strategic role in supporting economic growth, the contribution made by the Strategic Road Network and its aims and ambitions for growth.

LEP Business Performance

Actions against the SEP	
LEP Activity, Business Engagement and Media	Green
Growth Deal Performance	Amber
Growing Places Fund	Green
Feasibility Funding	Green
ESIF	Green
Skills	Pending ESB assessment
Business Lincolnshire Growth Hub	Green

Actions against the SEP - Green

LEP Board Lead – Ursula Lidbetter

LEP Exec Lead – Ruth Carver

Innovation Council

On target.

Food Board – Mark Tinsley

Water Management Board – Mark Tinsley

Hotel Demand Study

Tendered and underway

Utilities Study

Tendered and underway

Place Marketing

Work is progressing to develop a story for Greater Lincolnshire, a branding hierarchy and a web based toolkit and workshops are taking place in Boston and Grimsby to feed through local opinion.

The report commissioned into the impact of the LEP will be discussed at the March Board, and the state of the Greater Lincolnshire Economy in May 2017.

LEP Business Engagement and Media - Green

LEP Board Lead – tbc

LEP Exec Lead – Kate Storey

The local launch of the Water Management Plan takes place on 24th February in Louth to include local MPs, expert speakers and a tour of the Louth flood alleviation scheme.

The 5th in our series of Big Debates took place on 25th November at the Grimsby Institute focusing on attracting young talent to the food sector.

A new advertising campaign has been planned in the Echo's Business publication, alongside securing agreements with both the Echo and the Lincolnite for column space throughout the year.

LEP executive team received twitter training and are now contributing to social media messaging.

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

Growth Deal Performance - Amber

LEP Board Lead – Ursula Lidbetter

LEP Exec Lead – Halina Davis

GLLEP now has 19 projects contracted including 6 out of 9 within the Unlocking Rural Housing Programme. Total value of the contracts is £214m providing £77.7m of SLGF grant and leveraging in £136.3m of public/private sector investment. A further 3 contracts are currently drafted and under negotiation.

The SLGF Programme target for 2016/17 has been increased from £39.9m to £47.9m as a result of the Lincoln Transport Hub Scheme being formally approved by DFT on the 16th August 2016. Due to unavoidable slippage on some of the schemes, the LEP has re-profiled the growth deal programme where possible and with the agreement of BEIS Local and central Government identify specific measures through its freedoms and flexibilities to ensure that the full £47.9m of growth deal forecast for 2016/17 can be fully drawn down.

Having only contracted several of the growth deal schemes in Quarter 2 and Quarter 3 they are not programmed to spend this year's allocation until Quarter 4, which adds to the risk and complexity of managing the programme. Good progress has been made on the Growth Deal 1 schemes however, with Boole Technology Centre, Tentercroft Street Growth Corridor and Bishop Burton College Riseholme Campus now complete and attracting new businesses and students. The Unlocking Rural Housing Programme is also making significant progress with several new homes now reaching completion across the Boston and Skegness, and Phase 1 of Grantham Southern Relief Road is finished with Phase 2 soon to be underway.

Growing Places Fund - Green

LEP Board Lead – Andy Orrey

LEP Exec Lead – Cathy Jones

A contract is now in place in relation to the loan to The Lawn which was agreed in 2016. Works have commenced and Stokes Ltd are expected to begin drawing down the loan imminently. No further expressions of interest have been received to date (11th Jan) but there are currently 3 active enquiries.

Feasibility Funding - Green

LEP Board Lead Andy Orrey

LEP Exec Lead Cathy Jones

13 applications were received during November 2016, requesting a total of £440,000 against a budget of £160,000. These have been assessed and recommendations will be submitted to Investment Board for decision on 27 January.

Skills - Pending

LEP Board Lead – Herman Kok

LEP Exec Lead – Clare Hughes

The Employment and Skills Board are updating priorities for the forthcoming year now that £13m ESF commissioning is starting the delivery phase, to be reported on from April 2017.

ESF Training Projects

The Skills Funding Agency is providing match funding for several programmes to provide training, or to make training more relevant and appropriate. Delivery is now underway and schemes that businesses

can take advantage of are detailed on the LEP's Business Lincolnshire Growth Hub at <http://www.businesslincolnshire.com/people-skills/training-your-workforce>

1. Apprenticeship Growth Programme - supporting businesses through the process to recruit an Apprentice and supporting unemployed residents to apply for Apprenticeship vacancies;
2. Skills Support to the Workforce – supporting businesses to train staff who have skills gaps preventing business growth
3. NEET Information, Advice and Guidance – preparing unemployed young people for local jobs by providing inspiration about local jobs and industry;
4. Specialist Skills Advisor Network – helping business owners to articulate their skills needs and matching that with appropriate training;
5. Industry Specialists Teaching & Knowledge Exchange Programme – supporting businesses to collaborate with local colleges/providers so that cvs/knowledge are current;
6. Skills Support to the Unemployed – training for residents who are unemployed
7. Greater Lincolnshire Careers and Industry project - developing a local online resource of information about local industry/sectors, helping to change perceptions about skills needs.

All contracts will run until at least March 2018.

Area Review Update

Three of the five Area Review steering group meetings have now taken place. Clare Hughes and Heather Lee (Employment and Skills Board member) attend the Area Review meetings on behalf of the Greater Lincolnshire LEP, and have asked the Colleges to show how their future plans can meet the economic needs of the area as outlined in the evidence that was produced in advance of the Review process. They will be putting forward a recommendation for discussion at meeting four that asks Colleges to share their employer engagement models with the LEP on an annual basis so that employers have clear expectations of the FE sector.

School Careers Information

The Employment and Skills Board alongside sector lead, Mark Tinsley, commissioned local company Epix Media to design and produce a short film aimed at school pupils, to change perceptions of the higher level skills needs within the Food Sector. 5 short case studies films, and a 5 minutes film, will be available on You Tube once final editing has taken place. The 5 themes include Engineering; Technical services/quality assurance; Innovation, R & D; Marketing/Product Development; and Robotics.

The Employment and Skills Board has proposed that an 'audit' of school employer engagement activity is carried out, and Skills Officers are preparing a proposal with a view to commissioning activity during February 217. Officers will discuss with local colleagues and partners who are already working with schools in advance of anything taking place.

ESIF - Green

LEP Board Lead – Pat Doody

LEP Executive Lead – Susannah Lewis

A number of calls are open with workshops taking place across Greater Lincolnshire in January through March 2017 to assist suitable projects in coming forward. A 2nd EU funding bulletin has been issued and can be found on our website. Following the Referendum, Government officials have been considering how to structure funding and policies once the UK leaves the EU and until recently, this has meant no further calls for the EU Growth Programme activity and publicity of the EU programmes.

Since then, the chancellor confirmed that the Government will guarantee EU Funding for Structural and Investment Funds (ESIF) projects signed after the Autumn Statement which will continue after we have left the

EU. ESIF projects will now have funding secured if the agreement is signed before the UK departs the EU, is in line with the domestic strategic priorities and offers good value for money and the workshops are designed to maximise the number of suitable projects put forward.

Greater Lincolnshire Growth Hub - Green

LEP Board Lead Prof Mary Stuart

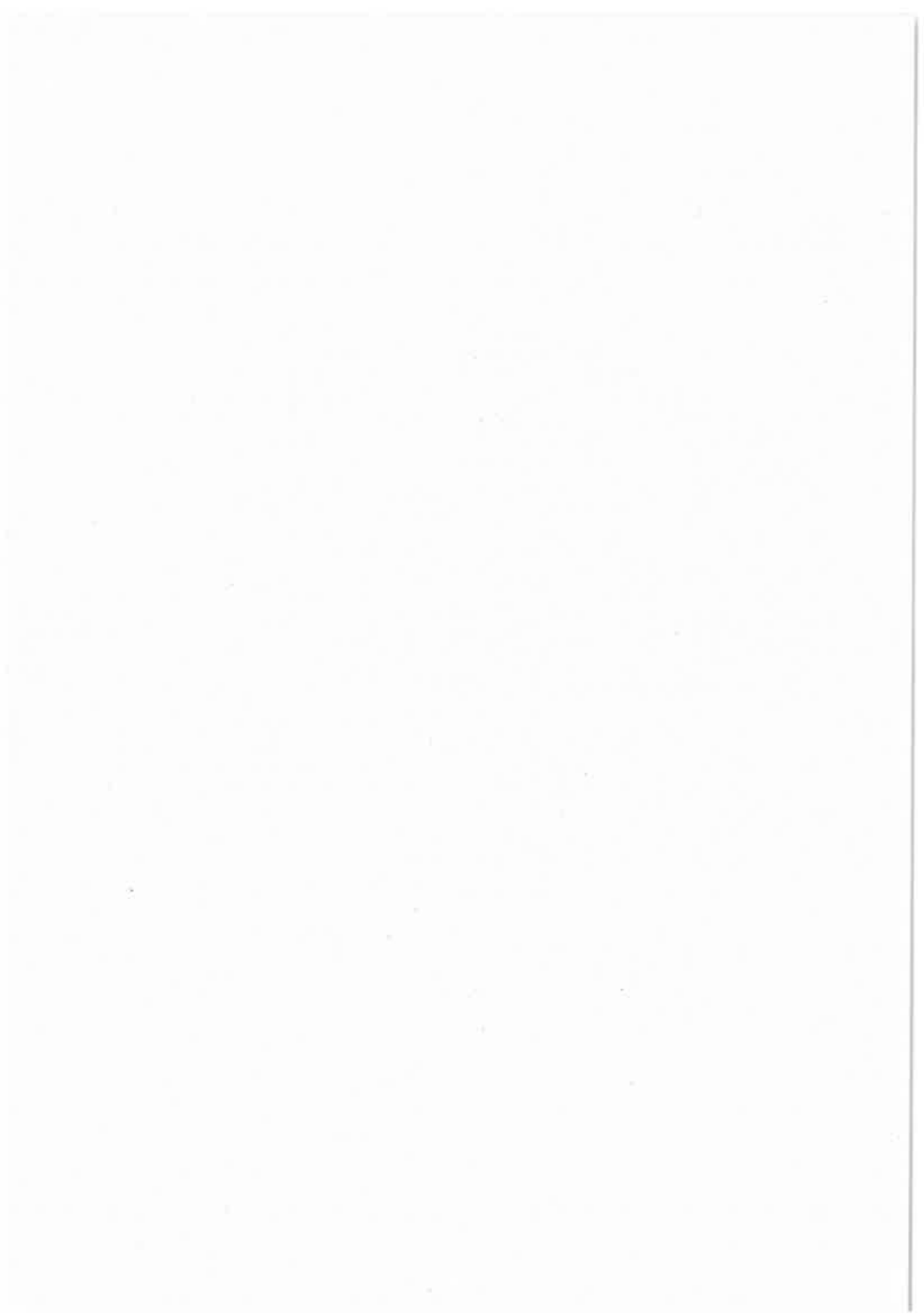
LEP Executive Lead Samantha Harrison

The Growth Hub from 1st April 2016 to 31st December 2016, can demonstrate the following performance statistics:-

Figures from April 2015 to 31st December 2016	Number
Growth Hub Adviser Engagements	1058
Business Diagnostics	567
Client satisfaction with Growth Hub Service	93%
Intermediary interactions	114
Businesslincolnshire.com unique users	71255
National Helpline call centre referrals	179
Start up enquiries to Growth Hub	49
Masterclass event attendees	255
Sponsored event attendees	4366
Twitter followers	3567
New Jobs created (potential)	434

In addition to the Growth Hub's £4.4m Sustainable Business Growth Programme bid (now known as Growth Lincolnshire), a further £0.93m of ESIF funds have been approved to deliver a Digital Business Support programme. Both activities will be delivered alongside each other so outwardly it will look like a single support offer.

ⁱⁱ <https://www.gov.uk/government/news/first-ever-garden-villages-named-with-government-support>



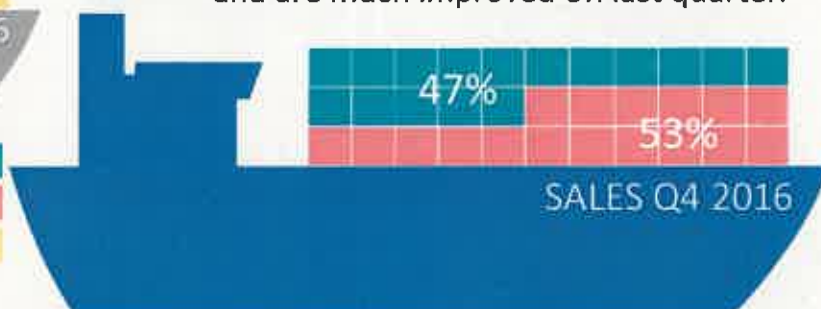
GREATER LINCOLNSHIRE LEP

QUARTERLY BRIEFING Q4 2016



Improved
Stayed the same
Worsened

Export sales and orders recover
and are much improved on last quarter.



Domestic sales and orders improve,
manufacturing businesses are however finding conditions tougher at home than abroad.



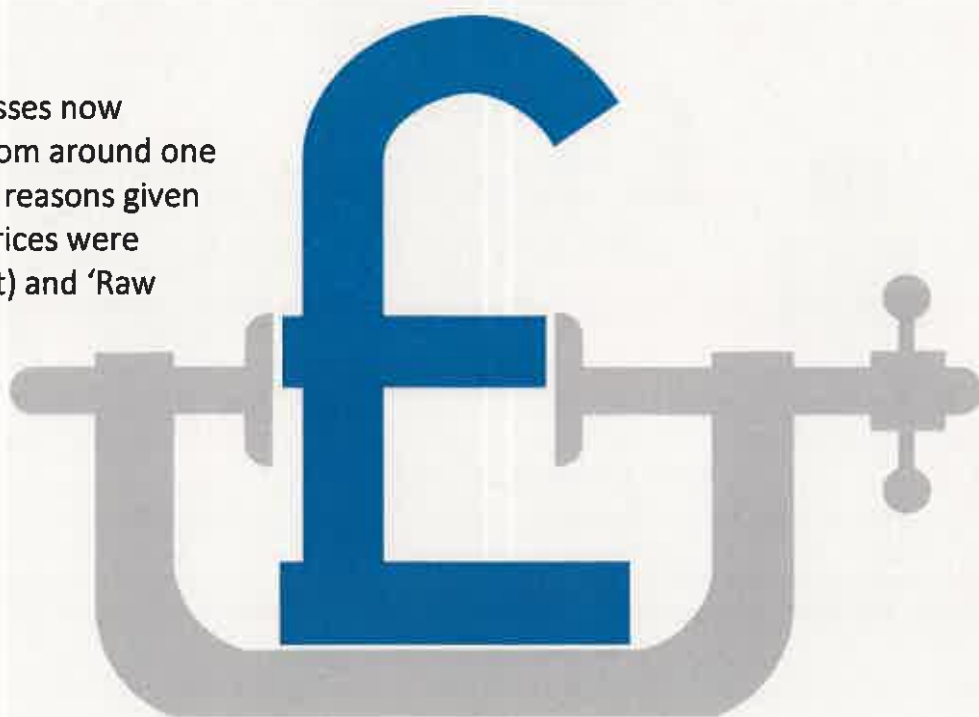
**Business confidence holds
heading into 2017 improve**

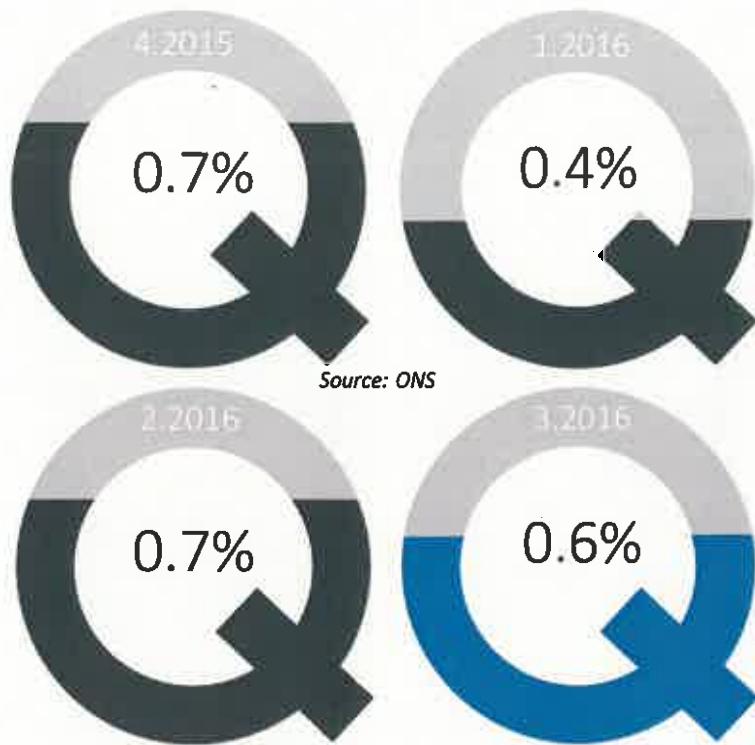
though the prospects of
inflation mean that expected
increases in turnover are
considered less likely by
businesses to translate into
increased profitability.



Pressure on prices

with nearly one in four businesses now
stating this as a concern, up from around one
in eight last quarter. The main reasons given
for this pressure to increase prices were
'Other overheads' (40 per cent) and 'Raw
material prices' (38 per cent).





UK GDP Growth

Change in GDP compared to previous quarter

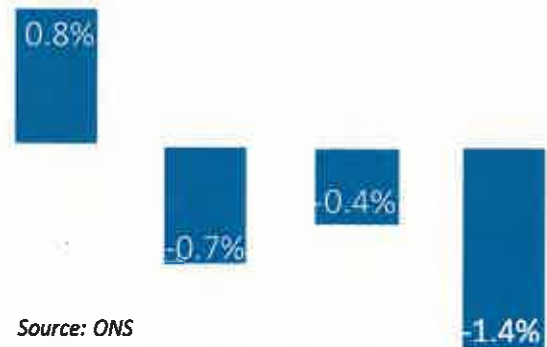
UK Sectoral Growth

Q3 2016, % change on previous quarter

Only Services output increased in the last quarter, and providing roughly 75 per cent of total economic output meant that the economy overall grew despite decreases in Agriculture, Production, and Construction



Services Agriculture Production Construction



PPI

Producer Price Index
increases in Nov16



CPI

Consumer Price Index
increases in Nov16



£1

equals
Source: XE.com



Greater Lincolnshire's employment rate at 73.1% (Jun16), and Job Seekers Allowance claimant rate at 1.3% (Nov16), remain broadly in line with national averages

Source: ONS



Growth in household spending in Q3 2016, compared with Q2



This final set of QES results for 2016 paint a positive but pensive end to the year with Lincolnshire businesses appearing, in the main, robust and ready for 2017.

This final quarter of 2016 has seen a marked improvement in conditions for exporters with both manufacturing and services enjoying the upturn.

Domestic sales and orders have continued to steadily improve though manufacturing businesses are finding the going much harder at home than abroad.

Two recent releases of data help to portray the contrasting conditions that the manufacturing sector currently finds itself in. The headline figure from the Markit/CIPS UK Manufacturing Purchasing Managers Index (PMI) hit 56.1 in December 2016, up from 53.6 in November (a figure above 50 indicates growth whilst a figure below 50 signifies contraction). This was the PMI's highest point for nearly three years and points to the relatively weaker pound assisting with improving export levels. However, official data on the sector from the Office for National Statistics showed that in the three months to October 2016 the sector contracted overall.

Despite this slightly muddled picture for manufacturers, business confidence levels have improved across the board, and intentions for recruitment and investment in the future remain steady.

What is concerning businesses as we head into 2017 are the inflationary pressures they are currently under with nearly one in four businesses now stating

this as a concern, up from around one in eight last quarter.

Digging into this issue a bit deeper we find that the proportion of businesses expecting to increase the prices of their goods/services over the next three months rose from 30 per cent to 38 per cent. No businesses reported this quarter that they expect their prices to decrease.

The main reasons given locally for this pressure to increase prices were overwhelmingly 'Other overheads' (40 per cent) and 'Raw material prices' (38 per cent). Nationally, a recent Bank of England survey found that costs paid for materials and imports rose at the fastest pace in around five years in the fourth quarter of 2016. Furthermore, input prices in general rose by 12.9 per year in the year to November 2016.

Until now producers have been reluctant to pass these price increases on to the consumer but this can only be maintained for so long. However, price increases are coming, and after an unexpected dip in the Consumer Price Inflation (CPI) in October, the rate rose again in November, up to 1.2 per cent. The rate is now at its highest since October 2014, when it was 1.3 per cent. As a reminder of the price pressures producers are under, the Producer Price Inflation (PPI) rate has continued to rise and now stands at 2.3 per cent.

Consumers on the other hand have continued to shop regardless with the latest figures

from the Office for National Statistics showing that consumer spending has continued its strong showing since the start of 2016. Household spending in Quarter 3 grew by 0.7 per cent on the previous quarter, and there is every indication that Quarter 4 figures will be just as good, if not stronger when taking into account Christmas spending.

The concern is that this consumer confidence could fall away in 2017 as we see businesses shift price increases onto retail prices, hitting consumer confidence and essentially cutting spending power with spending ultimately reined in. As a result, growth in the services sector (accounting for roughly three quarters of the total economy), which is being driven by consumer spending, could slow.

Counterbalancing this is the fact that real wages are currently growing faster than inflation so all things being equal this consumer confidence could continue. However, we are already starting to see the effects of inflation on the local business outlook for 2017 as, whilst increases in turnover are expected, they are not necessarily expected to translate into increased profit levels.

Overall, businesses appear bullish about their prospects in 2017 but we cannot ignore that the pressure on businesses to raise prices on their goods and services is increasing, and that inflation and its overall effects on the economy is a growing concern.

This quarterly briefing was written and produced by Codename Consulting Ltd on behalf of the Lincolnshire County Council Economy and Environment Research Team for the Greater Lincolnshire Local Enterprise Partnership (GLLEP).

The GLLEP evidence base on the Lincolnshire Research Observatory is the key source of analysis and intelligence for the GLLEP.

www.research-lincs.org.uk/lep-home.aspx

Recommendation: A paper for decision

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

Introduction

The Greater Lincolnshire LEP (GLLEP) assurance framework relates to all funding flowing through the LEP to ensure robust value for money processes are in place as agreed with government through the Growth Deals in July 2014, January 2015 and January 2017. The framework will also apply to any future growth related allocations.

An audit of all LEP Assurance Frameworks was led by the National Audit Office (NAO) and Government Internal Audit Agency (GIAA) in early 2016. Some queries were raised on the 4th March 2016 regarding perceived gaps in Greater Lincolnshire LEP's assurance framework, and the minor points identified were fully addressed as part of the annual refresh of the assurance framework. The section 151 officer confirmed full compliance to Government in March 2016.

Government has since produced national guidance on what LEPs should include within their assurance frameworks as a minimum, and this has resulted in a number of changes/additions needing to be made within Greater Lincolnshire's existing framework. All necessary changes will be incorporated by 28th February 2017.

Changes Being Incorporated

The revised Greater Lincolnshire LEP Assurance Framework is attached for reference and will be subject to any further changes recommended post a commissioned audit review on the 18th - 20th January. A final version will be placed on the Greater Lincolnshire LEP website by the 28th February Government deadline.

It is important that the Assurance Framework reflects accurately how the LEP approves and manages funding and that there is a minimum level of consistency nationally despite diversity of LEP structures.

The table below summarises the key changes that have been made to the framework:

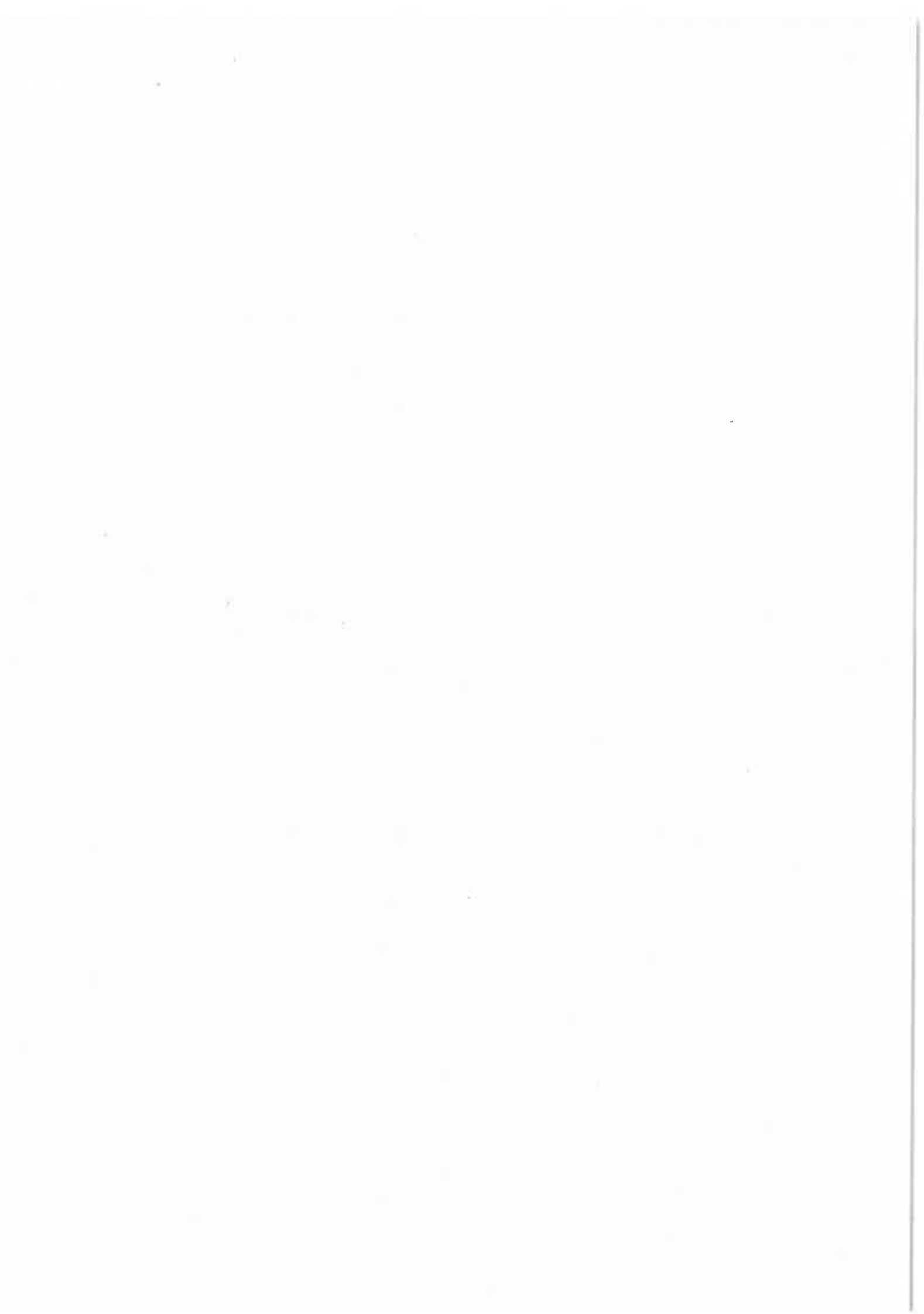
<u>Section</u>	<u>Requirement</u>	<u>Changes made</u>
Governance and Decision Making	Section 1.1 Bullet 1 Identify Board Member to engage with the SME Community	David Dexter clarified as SME representative within the framework.

Governance and Decision Making	Section 1.1 Bullet 3 Include governing arrangements for overseeing Growth Hubs, Enterprise Zones and City Deals	Governing arrangements for Growth Hub added.
Governance and Decision Making	Section 1.1 Bullet 5 Transparent and robust arrangements in connection with funding awarded by LEPs	Section on advertising funding opportunities expanded and assessment of applications explained in more detail.
Governance and Decision Making	Section 1.1 Bullet 6 Demonstrate commitment to Diversity	Equality and Diversity Policy produced for LEP Board approval and will be added to the GLLEP website by 28 th February.
Governance and Decision Making	Section 1.1 Bullet 7 Set out rules for the conduct of Board Members	Section on compliance with the 7 principles of public life incorporated. Code of conduct being discussed and agreed at January GLLEP Board.
Accountable Decision Making	<u>Section 2.3</u> Must cover the transparency points set out in the national framework	Section added on Freedom of Information process and Environmental Information regulation. Register of interests will be added to the GL LEP website. Effective ongoing engagement with public and private stakeholders to inform key decisions evidenced (Scrutiny committee and GL Leaders Board). Commissioned report on SEP performance to be added to LEP website once approved by LEP Board in March. Annual Report to be added to LEP website prior to 28 th February. Section on prioritisation and scoring of projects has been expanded.
Accountable Decision Making	Section 3.6 State how and when the annual accounts covering LGF and other funding sources received from Government are published	Specific sections added on annual accounts and funding sources; on conforming with all relevant law including state aid and public procurement; and on how GL LEP deals with legal challenges. Monitoring arrangements expanded to include site visits/monitoring visits.
Ensuring Value for Money	Section 4.6 Transparency on how projects and programmes are initially identified, commissioned, appraised and prioritised	Existing sections which cover projects and programmes have been strengthened. Clearer links of the website directly to project information will

	(published on website).	be incorporated by 28 th February. GL LEP to update project information on the website every quarter as necessary.
Ensuring Value for Money	Section 4.10 GLLEP must ensure that commercial, financial and management arrangements are appropriate for effective delivery.	Reference made to Routemap Handbook and existing information expanded.
Ensuring Value for Money	Section 4.11 GLLEP will identify named individuals to ensure value for money and scrutiny of each business case	Awaiting clarification from BEIS local on expectations in relation to named individuals. Will nominate and update accordingly once received. Business cases to be assessed by a bespoke Officer Panel ensuring no conflicts of interest. Section expanding to clarify this.
Managing risk	Risk management needs to be clearly articulated	More detail added to the managing risk section as agreed by September Investment Board.
Advanced payment of grant to contracted Schemes	Include details on risk mitigation measures and how they have been determined.	Specific section approved by GLLEP Investment Board on 30 th September 2016 added.

Recommendation

That Board members endorse changes made to date and agree delegation to the Chair and the Head of the Accountable Body to sign off and submit the final changes to the Assurance Framework for 2016/17 on behalf of the LEP Board.



How do we move the Greater Lincolnshire economy up the value chain?

- 1 Following a year of significant change, we begin 2017 still waiting for the dust to settle. This paper follows on from the GLLEP Strategy Day in December when an Industrial Strategy for Greater Lincolnshire was discussed. This work is intended to run alongside development of the national Industrial Strategy and complement ongoing activities to deliver our Strategic Economic Plan.
- 2 The following ambitions have guided our proposed approach:
 - a) Providing a platform to re-open discussion with Government following devolution votes; let's re-focus on the issues.
 - b) Developing policy positions and greater clarity about the role of National Government alongside local delivery of the SEP: we can propose solutions and shape the agenda.
 - c) Addressing the issue of those left behind to deliver an economy for all in Greater Lincolnshire: there is significant untapped potential.

Re-cap: current government position and GLLEP engagement to date

- 3 The development of a "proper industrial strategy"¹ has been a central focus as the Government re-shapes polity and structure following the vote to leave the EU. The challenge they are seeking to resolve is being defined one of growth and productivity, addressing the uneven nature of recent growth to deliver "an economy that works for everyone". For example, the National Productivity Investment Fund (NPIF) was announced in the Autumn Statement with tranches on housing, transport, broadband and research and development.
- 4 We understand that the Government's Industrial Strategy Discussion Paper is likely to be published in the week of the LEP Board meeting, alongside the Midlands Engine Strategy and announcement of the Growth Deals. The Minister of State for Universities and Science, Joe Johnson, has said that the publication will be followed by a series of discussion events around the country in the coming weeks and months.
- 5 The development of the strategy is a cross-Government endeavour that is being led by Number 10. Indeed, Board members may have picked up recent news that the Prime Minister has brought in Vice Cable's ex Special Adviser (SPAD) to lead the work². Accordingly, our engagement to date has been cross department and meetings have been held with Civil Servants from DCLG, BEIS and the Treasury. Alongside this, the Minister for Climate Change and Industry, Nick Hurd, recently visited British Steel in Scunthorpe where he met with Pat Doody and others from the GLLEP.

1 10 Downing Street Press Release, New Cabinet Committee to tackle Government top economic priority, 1 August 2016.
 2 Sky News, May nets ex-Cable adviser Wilkes to lead industrial strategy push, 22 December 2016

- 6 The central message from these meetings is partnership, with Government attune to the role of place in identifying key challenges and potential solutions.

An Industrial Strategy for Greater Lincolnshire

- 7 The proposed Greater Lincolnshire Industrial Strategy builds upon the substantial work already underway to deliver the SEP. It identifies an overarching aim and focusses in on five cross cutting delivery priorities with relevance across our key sectors. This is important because delivering an economy for all necessitates an approach that goes beyond previous policy looking horizontally at interventions such as Growth Deals or vertically at key sectors.
- 8 If we are to create opportunity across the region; increase the number of high-skill jobs and high skilled people; support innovation; increase productivity; improve connectivity across the area and beyond; and increase export/attract foreign investment, **we need to move the Greater Lincolnshire economy up the value chain.** This is our central aim.
- 9 Moving up the value chain implies a continuous process of change, innovation and productivity growth. OECD has suggested a number of measures to foster and support the process including:
- a) Innovation policies, including strengthening business creativity, can help increase the level of knowledge and technology in production and exports.
 - b) Upgrading the workforce can support a shift of economic activity towards more high value-added areas. Addressing this through education and training, policy requires a growing focus on life-long learning.
 - c) Policies to foster entrepreneurship and new areas of economic activity.
 - d) Policies aimed at the development of clusters, poles of excellence as well as regional policies may help capitalise on regional strengths³.
- 10 In addition, in the recent Chief Economic Development Officers Society (CEDOS), evidence submitted to the RSA's Inclusive Growth Commission emphasises the importance of infrastructure – physical, digital and social⁴.
- 11 Keeping the focus on delivering an economy for all will be essential if we are to harness untapped potential across the region. We need to support those currently locked out from the benefits of globalisation by delivering inclusive growth. In practice, this might mean developing complementary structural policies aimed at helping workers to reallocate from lagging to more advanced industries⁵.

Policy development: engagement to identify solutions and shape the national agenda

- 12 While considerable uncertainty continues at national level – and will do for some time – we have an opportunity within the GLLEP to set our own agenda by developing a series of policy stances that will inform our ongoing engagement with National Government.
- 13 This work should run in tandem with the Government's own development and testing period following publication of the Industrial Strategy discussion paper. It should also feed into our ongoing work with the Midlands Engine. Activities could include:

3 OECD, Moving up the value chain: Stating Competitive in the Global Economy, 2007

4 See RSA Inclusive Growth Commission

5 OECD, as above

- Developing the idea of Greater Lincolnshire as a policy testbed – an area that can pilot new interventions that meet the needs of, for example, rural communities.
- Working through existing mechanisms to develop and test policy ideas. For example, the LEP Sub-Boards including on Employment and Skills, Innovation, Agri-Food and the Manufacturing Group, and relevant groups from across the 10 Greater Lincolnshire Local Authorities, such as the Economic Development Officers Groups.
- Hosting a series of themed policy development events for key stakeholders/groups – this in particular could directly link up with planned Government discussion events.

14 This work should aim to augment existing activities covered by the SEP and provide the opportunity to think longer-term – beyond 2020. Some points to consider include:

- Identifying a few areas where it is not about playing catch up, but where we can leapfrog forward to be in a leading position.
- Getting greater clarity about where issues require local intervention and where there is a clear role for National Government.
- Identifying the preconditions and levers for creating growth in our region.
- What types of funding have the most impact? What is not helpful?
- What interventions will be truly transformational alongside activities already underway through the SEP?
- What activities will future proof Greater Lincolnshire and support us to be globally competitive⁶.

15 This approach will steer the development of the five priorities set out below.

Five priorities: how do we move up the value chain?

16 Following the strategy day discussion, we have narrowed down to five priorities aiming to move the Greater Lincolnshire economy up the value chain. The strategy should be genuinely of Greater Lincolnshire, but as set out above. It may also be necessary to incorporate some test and challenge in order to support some longer-term thinking.

17 The following priorities are intended to provide a starting framework, but are all open for development and change.

Priority 1: Increase focus on delivering a highly skilled workforce

18 Nationally, the skilled workforce has expanded⁷, but there are particular problems to attract and retain the necessary skills base within Greater Lincolnshire – with a clear link to low productivity levels⁸. This is about growing our own talent as well as supporting employers to attract new talent into the area. A key point to focus on could be untapped potential in the region. Projections show that there will be an increase in jobs that can be automated. We need to support more people to increase their skill levels so that they are in a position to take advantage of these opportunities.

⁶ IPPR, *Future Proof: Britain in the 2020s*, December 2016

⁷ UKCES, *Climbing the ladder: skills for sustainable recovery*

⁸ Lincolnshire County Council Economy and Environment Research Team, *Productivity in Greater Lincolnshire*, 2015

Priority 2: Support companies to engage in and absorb innovation

- 19 Government have already announced £2 billion more per year in research and development funding by 2020-21. Within this, there is a significant focus on supporting university collaboration and tech transfer. How might Greater Lincolnshire take advantage of this new investment? Can we position ourselves as a testbed for new approaches? The proposed Advanced Food Manufacturing Technology and Innovation Centre is a good example of how this might be put into practice.

Priority 3: The Department for Trade and Industry should work with our Growth Hub to identify and support businesses with the ambition and ability to export

- 20 Currently, only 13% of Greater Lincolnshire businesses export, with a further 3% planning on doing so in the future. Businesses that export are generally larger (in employee terms), more well established, more active in the labour market, and more innovative⁹. The Department for International Trade has an important role to play alongside the area's Growth Hubs to support our key industries. This role will involve fostering collaboration to enter new markets, building capacity and capability to secure contracts, and supporting businesses to take advantage of supply chain and export opportunities. There could be particular focus on offshore wind given the estimated 7,000 new jobs to be created in the region alongside growing international interest in carbon reduction following the Paris Agreement.

Priority 4: Digital is a new growth area that would benefit from targeted support

- 21 Current research underway for the GLLEP looking at the digital sector and digital jobs is finding this to be a growth area. The evidence supports increased focus on this sector. It could potentially be added as an emerging sector or, alternatively, positioning it as an enabling sector may be more appropriate, given that digital skills and jobs increasingly cut across all industries.

Priority 5: Identify a priority infrastructure improvement

- 22 Can we identify a priority infrastructure investment that should be pushed with the Midlands Engine/Midlands Connect and through the National Infrastructure Commission to give us the greatest chance of influence?

Discussion

- 23 There will be an opportunity for discussion of this paper during the meeting. It will be helpful if Board members could come prepared to:
- Give any feedback following your own engagement with Government/assessment of the current direction.
 - Feed into engagement going forward – are you interested in being involved, do you have any suggestions for the policy development process?
 - Give initial views of the five priorities.

⁹ Lincolnshire County Council Economy and Environment Research Team, Exporting Research Report, 2015

Introduction

Greater Lincolnshire covers a large physical area from the Humber to the Wash, comprising 10 local authorities, 44,000 businesses and representing over one million people.

In order to delivery significant growth and productivity gains, we aim to remove all barriers to achieving economic performance , resulting in tangible economic benefits to our businesses, residents, visitors, workforce and diverse communities.

Our diverse communities will benefit from strong economic growth and no community will be excluded from full participation in economic life and progress. The competitive advantage arising from local diversity will be harnessed to drive growth.

We aim to integrate equality into all that we do, and the work that others do on behalf of Greater Lincolnshire.

What is Equality & Diversity?

Equality is ensuring individuals or groups of individuals are not treated differently or less favourably, on the basis of their specific protected characteristic, including areas of race, gender, disability, religion or belief, sexual orientation and age.

Diversity aims to recognise, respect and value people's differences to contribute and realise their full potential by promoting an inclusive culture for all.

Diversity and equality issues impact everyone in the Greater Lincolnshire area, hence we are committed to removing barriers that might restrict people and continue to work towards positive change.

Commitment Required

Greater Lincolnshire is committed to achieving diversity and equality of opportunity, both as an employer and as a commissioner of services. In practice, this means doing what we can to positively promote equality and diversity across the delivery of projects, programmes and services and within our workforce.

The Equality Act 2010 places a public duty on Greater Lincolnshire LEP with which we must comply. It states that everyone has the right to be treated fairly and places legislation around nine protected characteristics: age, disability (including mental ill health), gender, reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Greater Lincolnshire LEP promotes equality of opportunity and does all it can to ensure that no member of the public, service user, employee, contractor or staff member working within a partner organisation will be unlawfully discriminated against.

Employee selection, retention and promotion

Selection for board membership, employment, promotion, training or any other benefit will be on the basis of aptitude and ability. All employees will be helped and encouraged to develop their full potential and the talents and resources of the LEP workforce will be fully utilised to maximise the efficiency of the organisation.

We will also meet our obligations under the Social Value Act, which requires people who commission, or buy, public services to consider securing added economic, social, environmental and well-being benefits for their local area. We will encourage project at the heart of what they do.

What will we do?

Greater Lincolnshire LEP will engage with all stakeholders and be inclusive and transparent in all communications. Our priorities and objectives mostly deliver an equality impact, for example, by targeting key sectors, priority groups, and local communities. In addition, we will work with our partners to ensure that all project development, commissioning and tendering procedures support the following principles:

- Advancing equality of opportunity;
- Showing our commitment to support women into enterprise and employment;
- Ensuring the elimination of unlawful discrimination, harassment and victimisation.

We will ensure barriers to equality are being proactively tackled at delivery level and in delivering our equality and diversity policy, we will:

- Assess the impact on equality as we develop our strategies, policies and programmes, and consider what actions, if any, may be appropriate to improve any identified adverse impacts;
- Monitor our social, environmental and economic impact and the impact on equality as we implement our strategies, policies and programmes;
- Be open and transparent and publish all information regarding our progress on achieving equality and diversity;
- Work in partnership with the range of local, regional and national organisations to create new and better actions;
- Provide excellent customer care by ensuring that services are provided by knowledgeable and well-trained staff who understand the needs of their communities;
- Promote best practice;
- Endeavour to recruit openly from our community so that the Board reflects regional diversity in terms of age, ethnicity, gender and disability. This measure will be assessed annually and the results produced for the Board;
- Ensure that all members of the Board and all employees have had equality and diversity training;
- Encourage applications from all diverse backgrounds to the Board or employment and we will ensure recruitment literature does not contain barriers to employment.

Responsibilities

The ultimate responsibility for our policy rests with the Greater Lincolnshire Board of Directors to ensure that there are systems in place to put this policy into practice on a day-to-day basis.

The LEP is responsible and accountable for the implementation of this policy and accompanying policies, both inside and outside the organisation, and for ensuring we fulfil our role in addressing diversity issues by promotion of this policy.

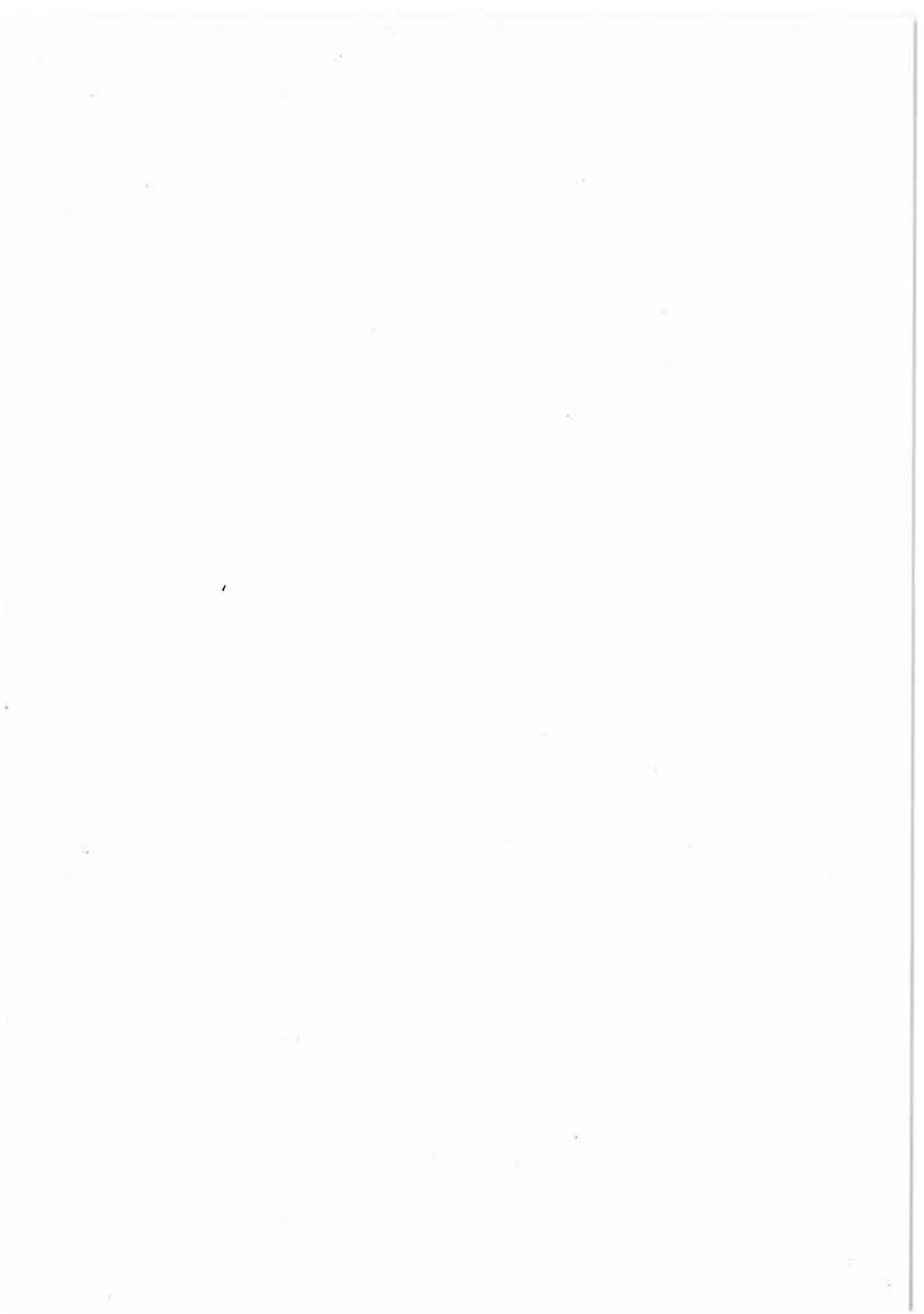
The Greater Lincolnshire LEP Board and team members will be made aware of their responsibility to challenge any unfair discrimination for reasons covered by equalities legislation. This policy will be reviewed every year and any recommendations and changes are to be agreed by the Board.

Name of Person responsible: Ruth Carver

Position: LEP Director

Greater Lincolnshire LEP Board Agreed: ?

Effective Date of Policy: ?



Recommendations

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

- Terms of Reference and Code of Conduct are approved
- the LEP Board appoint Chris Baron as the chair of the Visitor Economy Board
- A recruitment process is undertaken by the LEP's Appointment Committee to populate the board
- initial work programme is agreed

Introduction

Board directors will recall that one element of the tourism review recommended the establishment of a Visitor economy board for Greater Lincolnshire reporting into the LEP. The board agreed to establish this. The purpose of this paper therefore is to seek approval for the TOR's, chair, membership and an initial work programme. Officer support from the VE board shall be sought from the existing tourism officer group, or the LEP.

Background

Following the Greater Lincolnshire Tourism review in the summer 2016, it was recommended a new Board for the Visitor Economy be established to sit under the Greater Lincolnshire Local Enterprise Partnership.

The review proposed the establishment of a new Visitor Economy Board to oversee the delivery of the recommendations within the Greater Lincolnshire Tourism Review and ensure that the tourism marketing of Greater Lincolnshire attracts the potential visitors that the visitor profiling exercise identified.

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

A Terms of Reference and Code of Conduct for the Board has been established and is attached as Annex 1

A list of Private sector tourism business representatives have been attached as Annex 2, it is proposed the Board is Chaired by Chris Baron of Butlins. The Visitor Economy Board will have adequate sub regional representation and comprising no more than 40% public and no less 60% private sector representatives across the GLLEP area. The VEB will have representation from organisations that are central to development and implementation of visitor economy initiatives.

Where relevant and appropriate time limited sub-groups with wider representation will be developed to oversee specific work program activity

TERMS OF REFERENCE

Greater Lincolnshire Visitor Economy Board

Following the Greater Lincolnshire Tourism review in the summer 2016, it was recommended a new Board for the Visitor Economy with the following Terms of Reference and Membership arrangements be established.

The review proposes the establishment of a new Visitor Economy Board to oversee the delivery of the recommendations within the Greater Lincolnshire Tourism Review and ensure that the tourism marketing of Greater Lincolnshire attracts the potential visitors that our visitor profiling exercise has identified.

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

DEFINITION OF VISITOR ECONOMY

Lincolnshire has a vibrant and successful visitor economy. In 2016 the value of tourism has reached £1.9bn. The visitor economy is one of the top three priority sectors in Greater Lincolnshire. In the Strategic Economic Plan (SEP), it is identified alongside agri-food and manufacturing and engineering as one of the best opportunities for growth. Visitor Economy can make a real and positive change to Lincolnshire's economy. It can deliver growth, safeguard and create jobs, drive investment and have positive impact on the quality of life for Lincolnshire residents.

The Visitor Economy Board aims to:

- **Lead, influence and champion the Visitor economy agenda**
- **Ensure that the Visitor economy is coordinated and aligned to provide visitor economy businesses with a clear route of products and expertise that will help them fulfil their growth potential.**
- **Oversee Visitor Economy activity and ensure alignment with the Greater Lincolnshire Local Enterprise Partnership's (GLLEP's) strategic economic plan**
- **Working with the Growth Hub Board - Facilitate the joining up of national and local business support and simplifying the local offer**
- **Review the outcomes of the Greater Lincolnshire Tourism Review (which will identify what works and measure impact) and endorse recommendations**
- **Influence and support the growth ambitions of Visitor Economy businesses within Greater Lincolnshire**

The Board is the Visitor Economy arm of the Greater Lincolnshire Local Enterprise Partnership (LEP) and has a specific role to develop and inform LEP strategic plans with particular reference to the Visitor Economy growth needs

The Greater Lincolnshire LEP is a company limited by guarantee, established to provide strategic leadership to set out local economic priorities for Greater Lincolnshire.

There will be a two-way relationship between the Greater Lincolnshire LEP and the Visitor Economy Board, and each will give advice and be asked for advice on matters where a Visitor Economy perspective is required.

Scope and Role

The Visitor Economy Board will monitor progress of the delivery of GLLEP Visitor Economy work program.

The Visitor Economy Board will work closely with other Boards of the LEP and any new groups with a directly relevant remit that the LEP may establish. The Chair of the Visitor Economy Board will agree the most appropriate forms of joint working with the Chairs of other Senior Boards and these might include reciprocal membership or regular attendance of each other's Boards such as ESB and Growth Hub board.

The Visitor Economy Board will build close working relationships, through means to be agreed, with other key partners operating at all levels. These include the Councils of the Local Authorities; Visit Lincoln, Coastal Business Improvement District, Chambers of Commerce, and other appropriate organisations including Tourism Business Networks.

The Visitor Economy Board will promote the recommendations in the published "Review of Tourism in Lincolnshire" to the private sector

The Visitor Economy Board will co-ordinate action against each of the recommendations where local partners don't naturally lead and monitor progress

The Visitor Economy Board will disseminate the findings of tourism studies to help businesses use tools to shape the way they deliver their business model.

Accountability

The Visitor Economy Board will be one of the LEP's boards There will be a visitor economy champion on the LEP Board who will also be the Chair of the GLLEP Visitor Economy Board.

The Visitor Economy Board will approve an annual Work Plan and make recommendation to the LEP board for endorsement. The Visitor Economy Board will report regular progress to the LEP board on its delivery.

The Visitor Economy Board members will have a term of office for three years with a view to renewal for a further three years in order to provide continuity and to ensure confidence with Government, EU and Business partners.

The Chair of the Visitor Economy Board will initially be selected and invited by the LEP Chair to the board. The Chair of the Visitor Economy Board will work with the LEP to recruit members to join the Visitor Economy Board via open recruitment, and the approval of the LEP's appointment committee.

As members of the board resign or reach term of office, the Visitor Economy Board will make recommendations to the Appointment Committee for replacements.

As part of these arrangements, the current local Tourism group comprising officers from the LEP and County, District authorities will work to the Visitor Economy Board to ensure better co ordination of visitor economy initiatives that relate to the implementation of the GLLEP visitor economy strategy and funding programmes.

Membership

The Visitor Economy Board will have adequate representation and comprising not less than 12 members including the chair, and no more than 20 members. Membership will be predominately private sector. The VEB will have representation from organisations that are central to development and implementation of visitor economy initiatives.

Membership of the board will also include representatives that can provide a level of specialist support and knowledge that will be required to successfully deliver the agreed priorities within the work program - see appendix A section. Ideally all board members will work or live in the Greater Lincolnshire area.

Attendance of 1 meeting out of 4 (on a rolling basis) will be a condition of membership. As a general rule, other than specific exceptions agreed with the Chair, exceptions will not be permitted.

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

The Visitor Economy Board will be able to co-opt members for a specific purpose and term as it sees fit, subject to agreement by the Chairs of the LEP and the Visitor Economy Board.

Meetings

The Board will meet at least twice a year in private. Members are expected to provide apologies if they cannot attend and no substitutes will be allowed. An annual calendar of meetings and venues rotating between Visitor Economy Board members will be agreed at the outset.

Secretariat and Executive Support – the GLLEP will provide secretariat support for the VEB and executive support will be delivered by the GLLEP, together with any nominated partners where any activities are not directly managed. This may be supported by an external partner.

Sub Groups

Where required, to deliver specific work program outcomes, sub groups of relevant businesses and tourism officers would be created on a time limited basis.

Appendix A

ROLE DESCRIPTIONS: CHAIR, AND MEMBERS

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

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

THE VISITOR ECONOMY BOARD (VEB)

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

The specific role of a Board Member is to:

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

The Visitor Economy Board is a Board of the Greater Lincolnshire Local Enterprise Partnership (LEP). It is a high level leadership group, bringing together private and public sector across the Greater Lincolnshire Region, supporting and co-ordinating a wider community and forging and maintaining national and international connections and relationships.

The Visitor Economy Board will support the LEP in the development of the LEP strategy to deliver the LEP's accelerated economic growth objectives through the use of and investment in the visitor economy.

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

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

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

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

The Visitor Economy Board will partake in one stakeholder event per year with the LEP constituent members of the Visitor Economy and other appropriate organisations. These conferences will have two principal roles, i) To received feedback and views of the constituent members of the region in order to inform the Visitor Economy Board on progress and give insight to priorities, ii) To update constituent members on activity driven by the Visitor Economy Board and results of that activity along with and overview of performance of the GLLEP Visitor Economy.

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

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

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

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

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

The way we do business

The Board will adopt good practice and its Members will act within the General Duties and Obligations set out in this document and adopt the following values:

- Championing to influence and lead by example
- Enterprising solutions that are creative
- Partnership working across the private, public and the third sector
- Sharing best practice
- Being inclusive of each locality and community across Greater Lincolnshire
- A Code of Conduct and Register of Interest is in place and all Board members and observers are required complete a declaration.

THE CHAIR

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

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

The Chair shall act as the spokesperson for the Visitor Economy Board, building and maintaining influential relationships and close working with international, national, regional and local institutions and key players in Governmental, private sector and public sector arenas concerned with the visitor economy to support the areas visitor economy objectives.

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

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

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

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

The Visitor Economy Board Chair: expertise, skills and influencing requirements

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

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

MEMBERS

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

SPECIFIC CONTRIBUTIONS

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

- i. Employment and Skills
- ii. Destination and Place Marketing
- iii. Arts and Culture
- iv. Business Tourism
- v. Transport and Connectivity
- vi. Sport

Observers (non-members)

The Secretariat will also be represented at all meetings.

Two members of the Tourism Officers Group will be invited to attend Board meeting as observers to provide continuity between the Board and The Governance Board; by request to the Chair.

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

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

Administration

The Visitor Economy Board and its sub groups will be supported by a professional secretariat. The meetings and the papers of the Board will be prepared by the Secretariat, and be in the same format as the LEP Papers, with members subject to the same conditions of operation, shared values and code of conduct.

GLLEP Visitor Economy Board Work Program

The initial work program for the GLLEP Visitor Economy Board is based upon the Review of Tourism in Lincolnshire recommendations 2016 (Melanie Sensical) which identified the need to establish a new board be established to champion the sector.

The outcome for the board is to ensure that the tourism marketing of greater Lincolnshire attracts the potential visitors that our visitor profiling exercise has identified.

- **Identify a branding Hierarchy for Lincolnshire**

There are numerous "Visit Lincolnshire" brands (e.g. visitlincolnshire.com, Discover North East Lincolnshire, The Wolds etc.) The GLLEP place marketing strategy should find out which of the existing brands is relevant for specific audiences at a local, regional, national and international level and outline a branding hierarchy for Lincolnshire. It should test whether there is a need to create a County brand (for example Yorkshire)

This aim would help tourism businesses better understand with destinations are most relevant to them as they look to grow their customer base, to focus Local authorities and other stakeholders on the best destinations to target at their customers and help clarify what Lincolnshire had to offer. It could suggest where the area could organise and direct its resources in the future.

- **Produce a comprehensive body of information about visitors to Greater Lincolnshire**

Good market intelligence will produce good decision making, being used to direct resources, marketing, branding and investment.

Current intelligence should be collected, collated and verified and then gaps in knowledge can be identified and filled – for example, the current GLLEP funded accommodation study, to provide a fully comprehensive data set.

- **Produce a place marketing toolkit for visitor economy businesses**

Out of the brand marketing and intelligence work produce a toolkit for the visitor economy businesses that explains how they can align themselves with the destinations and brands that make the most sense to the visitors and to themselves

- **Maximise the opportunities offered by Hull 2017 and the Mayflower 400**

Both celebrations offer a great opportunity to the GLLEP area, not just through raising awareness of the offer of the area but in sharing of bed spaces, joint promotion and employment opportunities.

Whilst discussions have taken place with Mayflower 400 a more proactive approach is needed by the GLLEP on who is going to lead on external works and capitalise on the opportunities

