

LEP DIRECTORS BOARD

Tuesday, 28th September 2021 3-4.30 pm

Via MS Teams

Greater Lincolnshire LEP Monthly Board Agenda

Time	Item	Lead	Status
3.00	1 Welcome, Apologies, Declarations of Interest	Chair	Attached
3.05	1.0 FOR APPROVAL: Board Minutes -29/06/2021 1.1 FOR INFO: Decision Log 1.2 FOR INFO: Review of Actions	Chair	Paper 1 Paper 1.1 Paper 1.2
Strategy			
3.15	2.0 FOR DISCUSSION: Manufacturing Board Plan	Darren Joint, Viking Signs and Chair of Manufacturing Board and Samantha Harrison LCC	Paper 2
3.40	3.0 FOR DISCUSSION: The Seafood Sector	Martin Collison/Simon Dwyer and Cllr Phillip Jackson	Presentation
Governance			
4.05	FOR INFO: Chairs and CX Report	Chair and CX	Paper 3
4.10	CONFIDENTIAL PAPER - Reserves Options Paper	Halina Davies	Paper 4 - Not for Publication
4.30	FOR DISCUSSION: Forward Plan for input	All	Paper 5
4.35	AOB		
	Close		

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

Board Attendees: Pat Doody - Chair (Non-Executive Director), Cllr Philip Jackson - Vice Chair (NELC), Sarah Louise Fairburn - Vice Chair (Imp & Maker), Cllr Colin Davie (LCC), Cllr Craig Leyland (ELDC), Cllr Oliver Hemsley (RCC), Cllr Rob Waltham (NLC), Alison Ballard (BAE Systems), Andrew Hunter (UoL), Dean Fathers (Health), Darren Cunningham (Phillips 66), Debbie Barnes (CX, LCC), Gary Headland (Lincoln College, IoD and Lincs Chamber), Jo Hardy (Hardy's Farm), Mandy Watson (Ambitions Personnel), Nick Worboys (Longhurst), Simon Bird (ABP), Suraya Marshall (RAF Cranwell), Zoe King (Epix Media)

Apologies: Julian Free (UoL), Stephen Fidler (DfT)

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

LEP Exec: Ruth Carver, Sue Groves, James Baty, and Amy O'Sullivan (observer)

For Agenda items: Samantha Harrison LCC, Darren Joint, Viking Signs and Chair of the Manufacturing Board, Martin Collison, Simon Smith and Simon Dwyer item on seafood.

Key Dates for 2021

Annual Conference: 2nd November 2021 - EPIC Centre, Lincolnshire Showground

GLLEP Board Quarterly meeting: 26 th November 2021, 25 March 2022 GLLEP Board Monthly meeting: 26 th October 2021, 25 th January 2022, 22 nd February 2022	GLLEP Investment Board: Chair Pat Doody 20 th September, 26 th November
GLLEP Appointments Committee: Chair Gary Headland As required	GLLEP Employment & Skills Advisory Panel: Chair Simon Telfer 13 th October, 16 th November, 14 th December
GLLEP Energy Council: Chair Duncan Botting 20 th October	GLLEP Food Board: Chair Sarah Louise Fairburn 19 th November
GLLEP Health & Care Enterprise Board: Chair Dean Fathers 8 th October	GLLEP Manufacturing Board: Chair Darren Joint 12 th October
GLLEP Visitor Economy Board: Chair Nicky Van der Drift 21 st September 15 th December	GLLEP Defence & Security Advisory Board - Chair Julian Free 23 rd September
GLLEP Innovation Council: Chair Andrew Hunter 15 th December 2021	

Greater Lincolnshire LEP Board

Minutes of 30th July 2021

Via MS Teams

Present: Board Directors:

Pat Doody - Chair (Non-Executive Director), Cllr Philip Jackson - Vice Chair (NELC), Cllr Colin Davie (LCC), Cllr Craig Leyland (ELDC), Cllr Oliver Hemsley (RCC), Cllr Rob Waltham (NLC), Alison Ballard (BAE Systems), Andrew Hunter (UoL), Dean Fathers (Health), Gary Headland (Lincoln College, IoD and Lincs Chamber), Jo Hardy (Hardy's Farm), Julian Free (UoL), Nick Worboys (Longhurst), Simon Bird (ABP), Suraya Marshall (RAF Cranwell), Zoe King (Epix Media), Stephen Fidler (DfT), Andrew Crookham (Accountable Body & S151 Officer),

Apologies from Directors:

Darren Cunningham (Phillips 66), Mandy Watson (Ambitions Personnel), Debbie Barnes (CX LCC), Sarah Louise Fairburn - Vice Chair (Imp & Maker)

Apologies from Observers:

Clive Tritton (NELC), Simon Green (NLC), Pete Holmes (BEIS), Jo Dexter (BEIS)

LEP Officers: Ruth Carver, Halina Davies, Sue Groves (Note Taker)

For Agenda items: Natalie Poole (LEP), Nathan Wallwork (Metro Dynamics)

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

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

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

The LEP Chair welcomed Jo Hardy, Hardy's Farm to her first Board meeting. All present Board members introduced themselves.

Minutes & Matters Arising (Paper 1) - Pat Doody/Ruth Carver

The minutes from the Board meeting held on 29th June 2021 were accepted as a true record and can be published.

Matters Arising:

- Labour shortages - Ruth Carver gave an update on activity from intelligence gathering - Meetings with BEIS and highlighting case studies. Regular feedback via weekly intelligence reports from the LEP Intelligence function to BEIS. Some changes to regulation and training and hours has been made at a national level for HGV drivers by extending their permitted driving hours and acceleration on training of drivers. A small working group has been gathering intelligence on the challenges of recruitment in the Visitor Economy sector, Heath & Care sector and the Food sector, and will develop an overarching report. A task and finish group will be formed to put together what is wanted and can be done locally.
- Julian Free is progressing an invitation to the Deputy Commander of the Defence Sector to a meeting.
- A meeting has been held with the Humber LEP and NELC about creating an umbrella organisation which would be a business voice for both sides of the Humber and would be a single voice when approaching Government on energy and decarbonisation. It will be a combination of private and public sector, but led by the business sector and will also align with the ongoing work on Decarbonisation and Freeports with the Humber Leadership Board.

Action Log (Paper 1.1) and Decision Log (Paper 1.2) were approved by the board with no further comments.

Chair and CX Report (Paper 2) - Ruth Carver CX presented this item.

- The CX report shows the actions taken in relation to the Delivery Plan which the Board approved.
- There is also a summary on recent Government announcements on Levelling Up, High Street Strategy, Transport Decarbonisation Plan launched by DfT, other Skills announcements and the

Innovation Strategy that has also been launched.

LEP Review and funding

- Letter received in late July from government regarding the future funding of LEPs which has caused concern and was circulated to Board Directors. Government is intending to give LEPs partial funding for this financial year (£250k) for which each LEP has to apply for. Usually, Government usually provides core funding of £500k on 1st April which is match funded locally so for instance the LEP budget this year is £1.6m. The letter states that funding will be provided for 6 months, up to the end of September, and states that they will use the next stage to gather financial data on LEPs performance and then decide as to whether and how they will fund the remaining 6 months.
- The delayed LEP Review has challenged what model the LEPs will move to in the future, where possibly LEPs only advise local authorities on where funding should be invested or co-joined in making investment decisions. Board Directors were concerned that is only for 6 months and although the Board can cope with the uncertainty and planning will continue, however, the staff in the team are concerned as to what happens after September.
- Recommendation from the LA's that a joint letter be sent from the Upper Tier authorities regarding the Review, particularly for Levelling Up purposes, supported by Rutland CC.
- A board level working group on GL LEP futures - Membership Pat, Sarah Louise, Colin, Andrew Crookham and one other public sector member - To meet bi monthly with the first meeting at the end of September.

Other Items from CX Report

- Production of an economic dashboard - it was delayed due to a software supporting issue and will be discussed at the September Board meeting, draft has been produced.
- Apprenticeship Strategy and Action Plan is now due at the end of August, was delayed due to other work, ie, SAP and recovery work. ESAP will be discussed at their August meeting and at the Board in September.
- Recruitment: interviews have been scheduled for the 3 vacancies.
- JF gave an update on Defence cluster- working with Defence and Security accelerator for a DASA briefing date.
- County Deals which will bring extra funding for business investment and infrastructure:
 - PJ said letters have been received from the Secretary of State by NEL and NELC regarding the options and have responded that they would like discussions on how they can progress this within Greater Lincolnshire. PD asked if there is any role for support from private businesses and PJ said it would be beneficial for Devolution and must ensure a strong business voice
 - CD - the economic geography of Greater Lincolnshire is now firmly established and the LEP has a good track record of delivery against programmes and funding allocated by Government. It is necessary that the business voice is heard and is supportive of any Devolution proposals going forward.

Actions:

- Letter on LEP Review from Upper tier leaders
- Task and Finish Group to be created to look at spend over the next few months, will be 2 public sector (Andrew Crookham suggested as lead of the Accountable Body) and 2 private sector members.
- Discuss with MPs the LEP Review.

Cllr Craig Leyland left the meeting

Approval of Financial Statement and Annual Report 2020/2021 (Paper 3) - Ruth Carver

- The Finance & Audit Committee were thanked for their work who meets quarterly.
- Seeking approval of the delegation to the F and A Committee Chair and LEP Board Chair to review and sign off the final version of the financial report following agreed adjustments in preparation for incorporating into the Annual Report for AGM sign off and also seeking approval to apply the

Interest Policy which would allocate the interest that is generated during the year back into the pot, approximately £110k.

- The Annual Financial Statement sets out the income and expenditure and also the balance sheet. There is a Business Lincolnshire Grant Fund and one of the applicants from which the LEP is reclaiming funding as they did not deliver the outcomes as per the condition of the grant.
- The Board was asked to note that the Invest and Grow programme and currently there is an amount of £1.9m which needs to be used as a loan to be recycled, but within that, there is also £1.2m which can be spent on capital programmes, the Board and Investment Committee asked for an options paper at the next meeting.
- Getting Building Fund balance shows that a number of projects have not spent their funding as yet, but is just a case of timing of when the report was written and will be updated for the next report. HD confirmed that a number of claims are currently being processed.
- Regarding the Audit, Duncan and Toplis carried out a full review of the annual financial report, all of the company's processes and worked with LCC as the Accountable Body. They carried out a systems walk through of transactions on a particular project at random at the findings are in the report. Full report can be made available if requested.

Comments:

- ❖ A discrepancy of £40k was noted, which is owed to the LEP and asked how this was to be resolved. RC responded that it is being investigated by the Accountable Body, but at less than 1% of the overall cash balance is not considered material which will mean that once resolved, the accounts can be signed off within the next month.
- ❖ It was suggested that the £1.2m capital be reallocated to the live projects due to the inflation of construction costs, if needed. This would be addressed in the options paper.

Update on Humber Freeport - Simon Bird

- The Humber Freeport is one of 7 chosen by the Government and the process is ongoing.
- A Steer Co meeting is held twice a month where public and private sector are involved.
- Tax Zones in the Able Marine Energy Park are in the process of being finalised and an Outline Business Case is due to be submitted imminently to MHCLG and should have a response by the end of August once it has been scrutinised.
- One of the concerns of Treasury is that it wants approved tax sites as one, but as the site is 200 hectares with a number of landowners, this is proving difficult.
- On the 12th August, the Treasury is inviting those who are submitting Outline Business Cases, ie, Humber, Teesside, Southampton and Thames who are agreed about tax sites with multiple owners and are lobbying Government to think differently.
- Customs Zones - all ports have bonded facilities, bonded warehouses which means that duty is not paid until the cargo leaves the bonded facility and the Treasury is diluting the Customs Zones and believes political intervention is needed and lobbying is ongoing.
- Looking at November for the establishment of the Humber Freeport.

Approval of Scheme of Delegation and Risk Register (Paper 4) - Ruth Carver

- The Finance and Audit Committee review the risk register annually and recommended to the board the version in the board pack. The board agreed the version subject to the following amendments

Actions:

- Review likely hoods of poor performance
- Addition to the risk register: Future of LEPs and funding models/scenarios
- Amendments to risk register: Include cyber security as opposed to data protection and wording needs to be more specific with mitigating action; loss of confidence in LEP delivery should be changed from likely to possible; future of LEP.

Decision: Board approved Risk Register with the amendments.

Levelling Up (Paper 5) - Ruth Carver & Nathan Wallwork

- ❖ Board were asked to discuss what Levelling Up means in Greater Lincolnshire and whether they support the approach that the research will be looking at and the 3 lens approach. The commission will build on existing research from the Local Industrial Strategy and develop a lens on levelling up for Greater Lincolnshire. The intention of the work is to engage the Board and partners in workshops to get the one common voice for the economy. It was intended to inform debate, shape debate and feed into Devolution, Government White Papers and raise the knowledge levels. Ultimately, the document will be the view of Greater Lincolnshire.
- The Government has now given direction on Levelling Up, but means different things to different organisations, so the first piece of work would be to define the current focus on Levelling Up. It is also to commission and define the scale of Greater Lincolnshire's Levelling Up challenges.
- There is a need to define what Levelling Up means, working with partners to look at People, Place and Economy with a view to having a report for the September Board. Expenditure has already been agreed as part of the Delivery Plan.
- This is an important piece of work as it is preparing Greater Lincolnshire to be seen levelling up and the Government knows that this work is being carried out and will help GLLEP to set out a landscape where it is understood what actions need to be asked of Government ahead of the spending review.

Comments:

- ❖ From a health perspective, it is known there are inequalities that should be addressed. How can equality and diversity be assured.
- ❖ Agreed with the 3 lens approach of People, Place and Economy.
- ❖ With this commission, it is to understand the current context ahead of the White Paper, to focus on the economic lens where it impacts on Place and People; there is a need to get the scope right.
- ❖ Need to be able to help small and micro-businesses as they make up a large portion of businesses. Also, the pandemic has had an effect on SMEs digitally and has created a wider divide.
- ❖ Query as to whether another commission is necessary as some of this research has already been carried out for other reports, including the Local Industrial Strategy and would it be better to spend the funding on something else.
- ❖ Should include social mobility and digital poverty and is there something more practical that can be done.
- ❖ What are the barriers for businesses, ie, access to finance (banks and private investors). Should be a broader study with Upper Tier authorities which could be evidence for Levelling Up and also a basis to Devolution.
- ❖ Coastal businesses know what the issues are and the issues that are county-wide are infrastructure, sustainability, which are often barriers to progression.
- ❖ Upper Tier authorities have already carried out work on Levelling Up and have been involved in submitting bids.

Actions:

- The LEP Cx was asked to confirm options for the levelling up work, and any further were to be sent to the Chair or CX

Stephen Fidler, Andrew Crookham, Simon Bird and Nathan Wallwork left the meeting **Natalie Poole joined the meeting**

EAN and Careers Hub (Paper 6) - Ruth Carver and Natalie Poole

- The paper sets out what the performance of the existing Enterprise Advisor Network (EAN) and some of the outcomes. It also shows what an enhanced level of an EAN would look like and the proposed expansion of the EAN will take place in September with the new of the geography, which now includes North Lincolnshire and North East Lincolnshire.
- Around the country, within the Government's Skills White Paper, have set out a new model which is called a Careers Hub, which is a model that is currently operating and means that they work more closely with schools, colleges and other organisations.

➤ Request for approval of:

- Extend the current EAN for an additional academic year, which has been match funding has been raised from LCC, NLC and NELC for the first academic year, but there is a challenge for Years 2 and 3, with new appointment for one year only.
- Consider the impact of the EAN
- The LEP Board operate a Career Hub for the next academic year
- Seek a solution for longer term match funding locally for Years 2 and 3 for the Career Hub.

Comments:

- ❖ With the ongoing LEP Review and some of the issues around recruitment and retention, whether this might be commissioned and consider an alternative delivery model, the principle being correct. RC responded that match funding from Government is only allocated to LEPs, so an outsourced delivery model could not be considered at this stage.
- ❖ Could it be transferred to another organisation and RC is in discussions with LCC.
- ❖ Short term contracts are a barrier to recruitment and it was suggested that these roles be considered as Level 4 apprentices.
- ❖ One of the current Enterprise Coordinators is currently undertaking her Level 6 Apprenticeship in careers guidance through LCC and BGU, thus ensuring the coordinator stays professional and competent in the role, but also future proofing their career.
- ❖ Since 2018, there have been 3 Enterprise coordinators and they have all stayed in their roles, two have just celebrated their 2 year work anniversary

Action: The proposal to extend the existing EAN, and the Career hub for one academic year was agreed by the Board. There were no financial implications.

The meeting closed at 12.00noon.

GREATER LINCOLNSHIRE LEP BOARD ACTION LOG - March 2021

Date	Item	Action	Action by	Status
06/20		Develop an economic dashboard to share regularly with the LEP Board, and wider partners and publish, economic analyst joined the team in Jan 21.	James Baty	July 21 Board
12/20		Ask the local authorities to develop a Greater Lincolnshire Digital Strategy Group to take forward joint actions, such as digital mapping and evidence base, digital investment strategy and joint bids. Led by NE Lincs	LEP Strategy Group	Underway - NEL leading
26/02/2021	Board Meeting	UK Food Valley - Need to build a core team to co-ordinate and accelerate the sector, an indicative budget of £300k per annum is sought. GL LEP Board agree to an initial contribution of £35,000 to kick start activity and planning, with additional contributions subject to an ongoing budget review and alignment of priorities and presentation to be circulated.	Sarah Louise Fairburn	Ongoing
		Employment and Skills Advisory Panel to discuss the FE White paper further and bring back recommendations to the June 21 meeting.	Simon Telfer/Clare Hughes - May 21	On June 21 agenda
		Health & Care Management Board - Supportive of finding the gaps, but the request for commissioning a report would be discussed as part of the budget process and presentation to be circulated.	Dean Fathers/Andrew Brooks	Approved at May 21 Board
20/04/2021	Board	Strategy session with Chairs of Strategic Advisory Boards before summer	Sue Groves	Ongoing
23/05/2021	Board Meeting	Appointments Committee to consider Board replacements following resignation of two Board Directors	Gary Headland	underway
		Team Lincolnshire and DSEI action on attending	Julian Free	For 2023
		Strategic Review and supply chain connectivity to be brought back to board with Business Lincolnshire	S Harrison	Autumn 21
		JBa to engage with SB over Humber Freeport cluster	James Baty	
		DC to give a presentation on Decarbonisation at the next meeting and the role of the LEP	Darren Cunningham	On July 21 agenda

Date	Item	Action	Action by	Status
29/06/2021	Board Meeting	Ask Simon Bird to give an update on what type of investors are interested in the Humber Freeport at next meeting.	Simon Bird	
		LEP to feed initial intelligence to Government regarding challenges around recruitment etc, and then undertake additional work in the scale and scope. interim report to be brought to the July meeting -focus on HGV (underway), Food (SLF and Mandy and Clare) and Visitor Economy (Jo Hardy, Nicky van der drift and Ruth)		
		Look for physical venues for quarterly meetings across Greater Lincolnshire	Sue Groves	Ongoing
		Board members to proactively look for future Board members for future vacancies.	All	
		<p>Employment & Skills Panel Update:</p> <ul style="list-style-type: none"> The Board was asked to champion the role of the Employment and Skills Advisory Panel and its position as the central forum for collaborative and detailed discussions on the employment and skills agenda, and for setting the direction and the employment and skills plan for Greater Lincolnshire. Seek to strengthen links between the Strategic Advisory Boards and the ESAP. Undertake a survey of employer exhibitors attending the Online Jobs Fair and provide a report to the next LEP Board on impact 		
		<p>Industrial Decarbonisation:</p> <ul style="list-style-type: none"> Will discuss this at the next MP briefing to garner support for decarbonisation Invite LEP Board members for a briefing visit RC to discuss with Board members about an inviting influential people to briefing meeting to enable an understanding of what opportunities this area has. 		
30/07/2021	Board Meeting	<ul style="list-style-type: none"> Letter on LEP Review from Upper tier leaders Task and Finish Group to be created to look at spend over the next few months, will be 2 public sector (Andrew Crookham suggested as lead of the Accountable Body) and 2 private sector members. Discuss with MPs the LEP Review. The LEP CX was asked to confirm options for the levelling up work, and any further were to be sent to the Chair or CX. The proposal to extend the existing EAN, and the Career hub for one academic year was agreed by the Board. There were no financial 		

		implications.		
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LEP Board Decision Log for the year to date

Date	Decision Making Body	Decision Made
10/06/2020	LEP Board	<ul style="list-style-type: none"> • Circulate Annual Delivery Plan to be signed off by Board Directors by 10th July 2020. • Agreed that Clare prepare a letter for Government incorporating views of the Board, employers and the ESB • LEP will work with DWP and SHDC on redeployment and retaining • Amended LIS to be published locally subject to further business engagement and buy in from the business community.
24/07/2020	LEP Board	<ul style="list-style-type: none"> • Report on progress on board membership noted • Chairs/vice chairs of Strategic Advisory Boards to be invited to attend future Board meetings - Forward Plan • Impact of Covid-19 - LEP Board approved the paper and agreed the new actions • Re-purposing funds for Recovery Post Covid-19 - Option C was favoured reallocation of £2.4m, with a contingency amount of funding for flexibility purposes of up £500,000 for future use. The £700,000 allocation of additional resources to the LEP for the activity above was approved, with business cases being developed for Digitisation, responding to redundancies, supply chain and transforming skills being brought back to a subsequent board to discuss and agree. Budget would be incorporated into the budget process, and reporting on progress would be undertaken through the normal quarterly reporting mechanisms. • Finance & Audit Report - 19/20 Financial Statement was approved by the Board and agreed for publication and 19/20 Audit Report was approved by the Board
26/08/2020	LEP Board	<ul style="list-style-type: none"> • Approval of minutes from 24th July 2020.
30/09/2020	LEP Board	<ul style="list-style-type: none"> • Seek vice chair nominations for all boards • In the New year 2021 Officers to arrange an additional workshop on the Local Assurance Framework • GL CSR asks - Board Directors to discuss with their link or local MP • Equality and Diversity Action Plan to be developed • Reallocation of funds for Team Lincolnshire from MIPIM to Team Lincolnshire Business Plan - £15,000. • ESAP member to join the Centre for Better Ageing board.
06/11/2020	LEP Board	<ul style="list-style-type: none"> • Approval of appointment of auditor continuation - subject to approval of the accountable body

		<ul style="list-style-type: none"> • The LEP Board approved the direction of travel for Humber Freeports proposal to be developed • Agreed to forward a Collaboration Board between Humber and Greater Lincolnshire LEP • The Board approved the Recovery plan, and delegated the final sign-off to the Chair and Chief Executive.
19/01/2021	LEP Board	<ul style="list-style-type: none"> • That the Chair and CX be given delegated authority to support the bid and provide letters of support for the Humber Freeports
26/02/2021	LEP Board	<ul style="list-style-type: none"> • Local Area Energy Plans for southern Lincolnshire - Board support for the approach, however financial contribution from the LEP would be considered at the budget realignment. • Health and Care - Board support for the approach of mapping opportunity, however financial contribution from the LEP would be considered at the budget realignment. • Approval of the UK's Food Valley Strategy and resources allocated.
23/03/2021	LEP Board	<ul style="list-style-type: none"> • Recommendations of Appointments Committee ratified by the LEP Board • Equality and Diversity Plan approved by the LEP Board • LEP Board approved the Interim Budget
20/04/2021	LEP Board	<ul style="list-style-type: none"> • LEP Defence & Security Advisory Board Terms of Reference agreed, subject to slight amendments • LEP Board supporting the ongoing SIDP gap analysis • That the final overarching revised GLLEP pipeline is endorsed and published by the Board in June
23/05/2021	LEP Board	<ul style="list-style-type: none"> • The revised delivery plan and additional resources for 21/22 were approved by the LEP Board. In line with scheme of delegation the delivery of plan is delegated to the LEP CX. • The Pipeline can be published and responses sent to all applicants.
29/06/2021	LEP Board	<ul style="list-style-type: none"> • Endorsed the priorities of the ESAP as outlined in the Action Plan.
30/07/2021	LEP Board	<ul style="list-style-type: none"> • Board approved Risk Register with the amendments.

PAPER 2 - Manufacturing Sector Board Update 2021

Publication	Public Paper (published)					
Meeting date:	28 September 2021					
Agenda Item:	2					
Item Subject:	Manufacturing Sector Board update					
Author:	Darren Joint, Samantha Harrison and Jeannine Thornley - Manufacturing Board					
For:	Discussion		Decision		Information	Yes

1) Introduction

- 1.1 Greater Lincolnshire has a strong manufacturing and engineering heritage, and is proud of this outstanding position as a nationally important centre for manufacturing.

It has been a challenging few years, the initial Manufacturing Sector Plan (Appendix A) was initially devised at the end of 2019 and whilst a number of elements have come to fruition, the Board, business support providers and partners have pivoted their plans to ensure that the sector has been supported to navigate through Covid and survive, sustain and embrace recovery.

2) Sector Update

- 2.1 GreaterLincolnshire is one of the UK's outstanding manufacturing locations, offering high-value, integrated capabilities in advanced engineering and digital technologies.

Employment

- Total employment in Greater Lincolnshire (GL) is 65,000; 15% of the total workforce. East Midlands is 268,000; 13% of total workforce.
- In terms of location quotient, employment in manufacturing in GL is 1.8 times higher than the England average.
- Almost 40% of Greater Lincolnshire's employment in manufacturing is in manufacture of food products - 4.4 times the England average. Other large sub-sectors include Machinery, furniture, wood, rubber and paper (largely packaging for food sector).
- Over the past 5 years, employment in food manufacturing in Greater Lincolnshire has increased by 10% and accounts for around 40% of all jobs growth in the area.

GVA/Economic Output (2019 data)

- The manufacturing sector accounts for £4.7bn of Greater Lincolnshire's GVA; 20% of total output.
- GVA growth since 2010 has averaged 4.2% a year

Businesses

- There are 2,635 manufacturing businesses in Greater Lincolnshire, accounting for 5.5% of all enterprises. Manufacturing accounts for 29% of all large employers (250+) in Greater Lincolnshire.

PAPER 2 - Manufacturing Sector Board Update 2021

3) Sector Support Progress to Date

- 3.1 In response to the Covid pandemic our existing manufacturing support programmes pivoted to become virtual and have flexed their contents to support businesses to navigate through current climate, and a number of new programmes have been developed and delivered to support sector recovery. An outline of the new support programmes are detailed below;

Greater Lincolnshire Manufacturing Network (GLMN)

The LEPs Manufacturing Board with the support of the Business Lincolnshire Growth hub/GLLEP approached the University of Lincoln to pilot a Greater Lincolnshire Manufacturing Network.

The GLLEP Manufacturing Action plan sought to develop greater alignment, knowledge sharing and collaboration opportunities between the manufacturing sector and University of Lincoln.

Resulting in an exciting new initiative, founded by the Greater Lincolnshire Local Enterprise Partnership (GLLEP), Manufacturing Board and the School of Engineering and offering huge potential to support the manufacturing sector across the region and bridge the gap between academia and manufacturing businesses.

GLMN's aim is to showcase technological advances, cutting edge thinking and acts as a knowledge-transfer vehicle between academia and industry.

GLMN works to support the growth and development of small and medium sized businesses by showcasing best practice and provide a platform for exploring new technology, manufacturing practices and partnership opportunities. GLMN performs as a knowledge-intensive business hub/corridor (local platform) at the heart of the manufacturing business in Greater Lincolnshire. GLMN is hosted by University of Lincoln (School of Engineering) and is open to all manufacturing businesses in Greater Lincolnshire and Rutland. The network will be piloted for 2 years and due to the funding from the Business Lincolnshire Growth Hub, members will be able to join free of charge. Members of the GLMN also have access to free affiliate membership of Make UK.

To date the following meetings have taken place virtually: -

- 3 November 2020 - GLMN Launch Event - Manufacturing Made Smarter - 30 attendees
- 9 February 2021 - The Future of Sustainable Supply Chains - 22 attendees
- 4 May 2021 - Clean Growth - 28 attendees
- 15 June 2021 - Manufacturing an Environment for Success - 19 attendees
- 30 November 2021 - Title TBC - focus on Skills and networking
- March 2022- in conjunction with the Manufacturing Conference

Manufacturing Transformation Programme

This is a new programme is designed to help the participating company overcome the challenges set by the Covid-19 crisis and adapt to future consequences by improving business performance, innovating product and

PAPER 2 - Manufacturing Sector Board Update 2021

service offerings or developing new business. It is a fully funded programme providing training, to to 1 business coaching and consultancy analysis for up to 8 months.

Latest update

18 manufacturing businesses are currently progressing through this programme and
9 additional businesses have registered an interest for the next programme.

Coaching and mentoring support is offered on a variety of bespoke subjects and skills ranging from marketing, supply chain, internal processes including post-covid roadmap and strategy, recruitment strategy, leadership and management, lean manufacturing.

Manufacturing Growth Programme - Oxford Innovation

The Manufacturing Growth Programme provides advisory support and access to a consultancy grant of £5-6k at a 43% intervention, and a capital grant of £25k.

Support is available for all Greater Lincolnshire manufacturing businesses to access (but unfortunately because it is ERDF funded it cannot cover Rutland due to its developed status)

Latest update

- In the last quarter, demand for the Manufacturing Growth Programme continues to be buoyant, with demand for Capital grants being exceptionally high.
- Jobs creation is returning to pre-covid levels. To put this in context, during Apr 20 - Dec 20 jobs creation was completely flat, reporting on average 1 job per month. In the first 6 months of this year we are reporting 4 jobs per month.
- Oxford Innovation's most recent quarterly survey across East Midlands reported that before the COVID-19 pandemic began, 84% of firms had their workforce predominantly on-site. This has more than halved to 37% because of recent COVID-19 restrictions, with 61% expecting to return to this way of working in the future. Now, 39% of respondents are planning to offer a combination of on-site and remote working to some, or all, of their employees, which is up from the 16% who offered this flexibility before the pandemic began.

Supply Chain Improvement Programme

This is a new blended-learning programme, whereby the participants benefit from both workshop and one-to-one adviser support. Participants will undertake a supply chain audit, where an adviser will analyse the risks the business is exposed to and create a holistic report detailing how the business can strengthen their supply chains helping them to spot issues and increase efficiency and performance. This is complemented with an action plan and 1to 1 Bespoke Support to improve their Supply Chain.

PAPER 2 - Manufacturing Sector Board Update 2021

Latest Update

- 12 businesses have completed the programme to date, with a number still working their way through the Supply Chain Audit process
- Feedback received has been very positive in relation to the Workshop delivery and to identify areas of potential 1:1 support - there has been some challenges around clients availability of time
- An end of programme report will be delivered at the Manufacturing Board Meeting 12 October 2021
- Recent anecdotal feedback:
 - “I am looking for pointers in our approach to procurement and stock control”
 - “I am interested in further workshops preferably Zoom based rather than face to face so I don’t have to travel: Lean, QCD etc. and the other 1:1 support”
 - “I am interested in the SOP (Standard Operating procedures) bit as we are rolling the new ones out in the new year and it would be a good training session”

Manufacturing Peer Networks

Peer Networks is a national initiative, delivered locally through the Local Enterprise Partnership (LEP) network and their respective Growth Hubs. The programme’s longer-term aims are focused on reducing the UK productivity gap by helping business leaders find practical solutions to strategic and operational challenges. It also forms part of the UK Government response to the COVID-19 pandemic and the ongoing EU transition, seeking to improve the resilience of SMEs, their capability to adapt their business models to the “new normal” and position themselves for future success, driving longer-term productivity gains.

The programme sees the creation of a series of peer networks (cohorts) through the Growth Hub network, with each group consisting of 11 owners or managers from the SME business community participating in each network. Led by an experienced facilitator, these peer networks typically meet fortnightly as part of delivering 18 hours of action learning through 2-3-hour sessions. Individual one-to-one support (coaching, mentoring, or advice) is also provided either directly by the programme, or from other existing schemes to help to implement and manage change. Active involvement in the peer network enhances the leadership capabilities, knowledge and confidence of business owners and entrepreneurs within a local region. It helps build regional connectivity and strength within the SME business community.

Latest Update

- Phase 1 was delivered between Oct 2020 - March 2021. 33 Manufacturing businesses split into 3 cohorts completed the programme with very positive feedback.
- It is planned that Phase 2 will deliver 3 cohorts specifically for Manufacturing businesses and 16 have already been recruited. One cohort is already active, 1 to start in September and final one TBC. Delivery to be completed by March 2022.

Empowering SME's in International Trade Programme

Following the UK's exit from the EU, 2021 and 2022 will be pivotal and transformative years for UK international trade. The label "Made in Britain" commands respect and a premium price, never more so than in exciting emerging markets. However, export statistics show that UK companies trade predominantly with the EU and are often reluctant to expand beyond the bloc for fear of language, cultural and regulatory barriers.

There is huge potential for UK brands overseas and there are significant benefits to be derived from a truly global supply chain. However, companies need to be empowered to capitalise on these opportunities! This is why, in conjunction with the East Midlands Growth Hub Cluster, the Growth Hub has launched a programme of fully funded, targeted, import and export support for qualifying businesses based in Lincolnshire, Leicestershire, Nottinghamshire and Derbyshire.

The following different types of support are available dependant on need: -

- International Trade Clinics (2 hours of dedicated support)
 - Specialists will discuss everything from business readiness, essential research and core international trade documentation through to trade agreements, tariffs, regulation, product/service adaptation and sourcing, routes to market, partner vetting and launch planning for chosen territories.
 - Importantly, we will also signpost to other sources of valuable support offered by the Department of International Trade (DIT), local chambers, other providers offering free or subsidised support.
- International Trade Intensive Support (6 hours of client-led dedicated support)
 - Subject matter is very much client-led based on the opportunity they wish to explore, however topics explored are likely to include trading with the EU post Brexit (covering documentation, UK-EU Trade and Cooperation Agreement, regulation, compliance, tariffs, licensing, Northern Ireland Protocol, VAT, etc.); Trade compliance; Trade facilitation (looking at new and preferential trading opportunities); Commodity code analysis; Customs warehousing; Transit procedures; Customs special procedures; Rules of Origin; Valuation for Customs purposes; Evidencing Proof of Export; Authorised Economic Operator; Letter of Credit Management and other financial safeguards; Effective trade finance; Incoterms; and more.
- Export Manager Programme (30 Hours of dedicated support)
 - This programme provides 30 hours of targeted, operational support to qualifying businesses looking to expand their brands overseas; essentially an export specialist joins your team for a defined period of time. Support is delivered via a combination of targeted coaching and hands on activity, the focus here is on transparency, collaboration and knowledge sharing to ensure that the business is constantly learning and acquiring best practice that it can take forward as it becomes more self-sufficient.

PAPER 2 - Manufacturing Sector Board Update 2021

- Programme objectives are discussed and challenged at inception and outcomes measured throughout. The range of activities that could be supported as part of this programme are endless, ranging from market research and partner sourcing, through to product adaptation and local market launch.
- International Trader Peer Support Programme (12 hours of group support)
- Our International Trader Peer Support Programme connects like-minded business people to form a number of “International Trader Peer Groups”. Cohort members can be from companies with differing business maturity, size, sector, location, but they all share one common desire, and that is to be successful in international trade.
 - Each group meets virtually, once a month for a total of 6 sessions to explore a different, and importantly, current international trade related topic. The Export Department organises and moderates these sessions, arranging guest speakers where relevant.
 - These sessions serve many benefits, not least the opportunity to network and build long-term, trusted business relationships but also to learn from peers and remain up to date with the wider regional/international outlook.

Latest Update

This East Midlands Cluster initiative has completed Phase 1 of delivery and is gearing up to deliver Phase 2 - with marketing and recruitment already underway.

Made in Lincolnshire

Made in Lincolnshire celebrates all of the amazing manufacturing businesses that make our local economy great. The interactive brochure features home-grown manufacturing businesses of all sizes and specialisms. The updated Made in Lincolnshire Brochure is now live on the Business Lincolnshire website - [PowerPoint Presentation \(businesslincolnshire.com\)](https://businesslincolnshire.com)

The previous brochure featured 36 businesses. This updated version launched in May 2021 with 73 business, now **92** businesses currently feature with 12 in the pipeline. A press release is planned once we hit the 100 mark to keep momentum and interest high.

The concept is to use this document as a tool to promote Manufacturing in Greater Lincolnshire and to encourage intertrading between local manufacturers. We plan to capture success stories of business done between featured businesses as a way of promotion.

Advanced Engineering & Manufacturing Investment Opportunity

In partnership with Team Lincolnshire the Manufacturing Board, an advance engineering and manufacturing investor position has been developed. It provides an in-depth overview of the Greater Lincolnshire and Rutland manufacturing sector and the benefits of investing in this area and the subsequent supply chain opportunities.

PAPER 2 - Manufacturing Sector Board Update 2021

<https://www.businesslincolnshire.com/industry-support/manufacturing/made-in-lincolnshire> (both brochures are listed in the documents section at the bottom of the page)

Spark Educational Pack

The Greater Lincolnshire LEP, Business Lincolnshire SPARK Engineering Festival committee and the EBP have produced a resource pack for schools and colleges across Greater Lincolnshire and Rutland. The resource pack contains lesson plans and PowerPoint presentations for teachers and career leaders to use throughout the academic year 2021/2022. The lesson plans are designed to bring careers education to life, offering an insight into the world of work in Greater Lincolnshire and linking businesses and employers directly to the mainstream curriculum.

The resources are free to use for all schools and colleges from primary school age groups, all the way up to 16-19 year olds.

The SPARK Education Pack aims to develop knowledge and understanding of the engineering history and heritage of Greater Lincolnshire and Rutland, and the current labour market.

The SPARK22 Festival is planned for July 2022. Spark22 will also be presented at the November GLMN to promote manufacturing business engagement.

Net Zero Events

7th September	Sustainable Business Opportunities	Nuclear Advanced Forming Research Centre
7th September	The Sustainable Business Opportunity: why it matters now more than ever	Natwest
14th September	Sustainable Supply Chains	Nuclear Advanced Forming Research Centre
14th September	Sustainable Supply Chains and the importance of end-to-end decarbonisation	Natwest
20th September	Energy Efficiency for your Business	LCC
21 st September	Sustainable Transport for your business	LCC
21st September	The turning tide towards sustainable products and how to meet consumer needs	Natwest
23 rd September	Low Carbon Homes	LCC
27 th September	Zero Carbon Tour	City of Lincoln Council
28 th September	Sustainable Processes - the business case for the green transition	Natwest
29 th September	Our food in the future: The importance	ICAEW

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	of agri-tech and sustainability	
30 th September	Net Zero Carbon Essentials Workshop	Planet Mark
13 th October	Lincolnshire Climate Summit	LCC
1-5 th November	Climate Festival week – details tbc	University of Lincoln
26 th November	COP 26	

Clean growth and net zero practices give manufacturing businesses the competitive edge when demonstrating their commitment to sustainability, low carbon credentials and securing new contracts.

As detailed in 5.2 above, The Greater Lincolnshire Manufacturing Network (GLMN) have delivered 2 of their 4 events around NetZero and Sustainability. Furthermore the Business Lincolnshire Live Shows was also delivered on the Green Agenda - [Business Lincolnshire Live Show - Episode #4 - July 2021 - The Green Agenda - YouTube](#).

We are supporting the Lincolnshire Climate Summit 13 Oct and also the University of Lincoln's Climate Festival - 1-5 November 2021 - and the Growth Hub's Sustainability Business Advisor, David Knight, BL will play a part as a presenter on one of the business focused days.

The LEP 's Growth Hub is actively promoting partner-led events and webinars some of which are detailed below: -

4) **GLLEP Funded Capital Investment**

4.1 GLLEP has made significant investment in the manufacturing educational infrastructure through its capital programmes. The Manufacturing Board well versed in the skills challenges with the sector and are keen to promote these new investments. The Board have received a number of presentations about the new provision and representatives have been invited to attend future meetings. The projects include:

- **The Bridge** (UoL) - Advanced Engineering Materials R&D Centre £1.95m invested (total cost £6.25m) *The Bridge sits at the heart of and serves Lincolnshire Science and Technology. It acts as a Bridge between businesses, the University of Lincoln and other institutes to enhance the capability of Lincolnshire community to compete on the world stage. To provide, expertise, equipment, R&D techniques and research which either does not exist or is fragmented within the region, to enhance the business and inward investment.*
- **Grantham College Institute for Technology** - £1.59m invested. This will enabled the college to increase their curriculum offer to include courses and apprenticeships in mechanical and electrical engineering, plumbing, smart metering, installation, service and maintenance, sustainable construction and Food and Drink maintenance BTEC's, NVQ's etc. The investment created dedicated classroom space and an additional 25 new courses on engineering and construction.

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- **Boston College Engineering and Manufacturing Technology Centre** - opened in Nov 2019 - providing a range of full time programmes, HNC's apprenticeships a STEM offers. The skills focus is on hydraulics and pneumatics, CAD, CNC, Milling, Turning, Electronics, PLC and Additive manufacturing.
- **Boston College -Digital Logistics Centre** (2.5m investment) - part of the supply chain connectivity focused on digital learning.

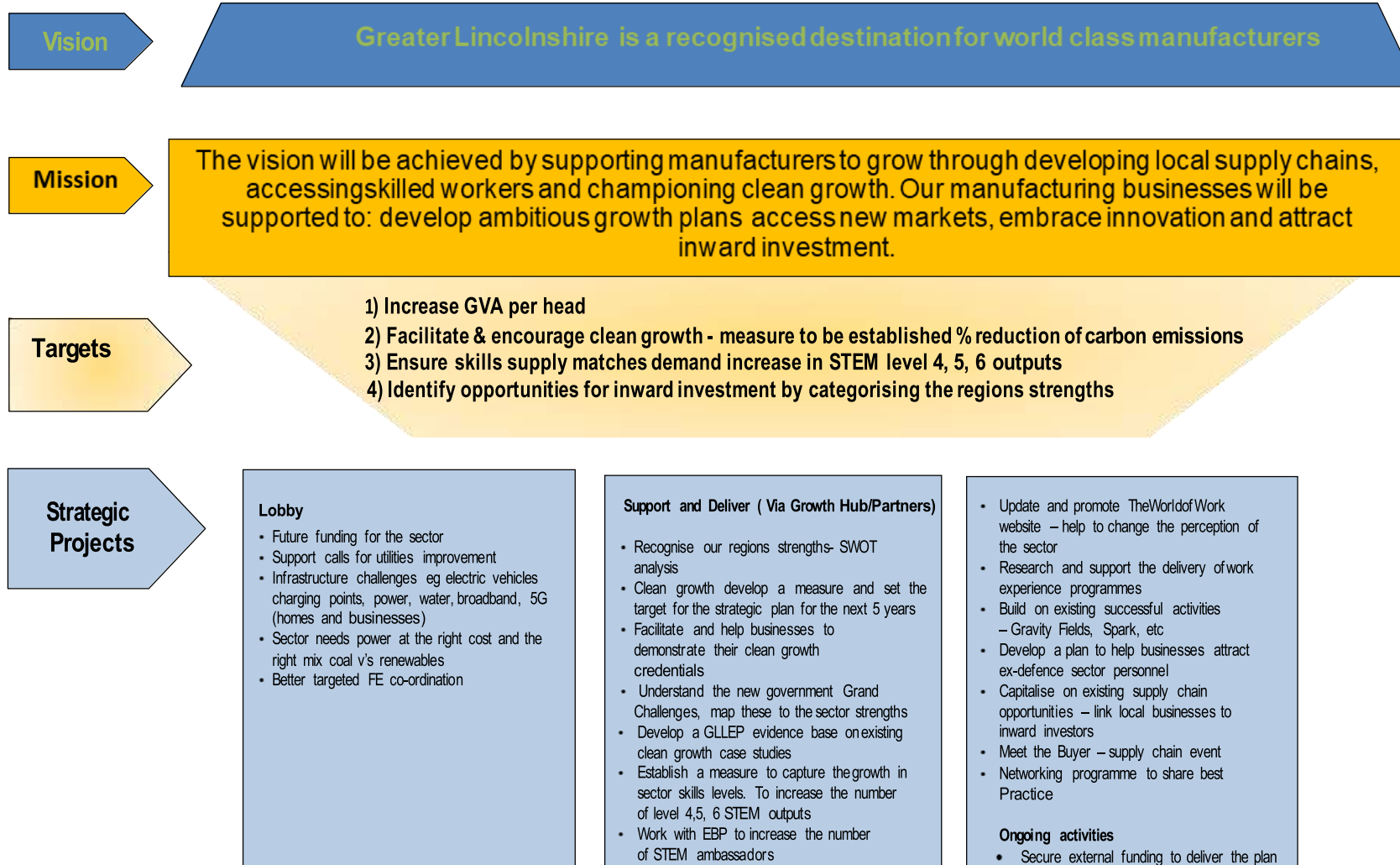
5) Future Actions

5.1 Over the next 12 months the board seeks to support and steer the following actions:

- Increase the number of North and North East Lincolnshire and Rutland **sector representatives** on the board.
- Establish greater linkages with the GLLEP defence, Energy Council, Employment and Skills Action Plan committee
- Review of the **Manufacturing Sector Action Plan** - amend and update actions post covid.
- Further development of the **Greater Lincolnshire Manufacturing Network**
- **East Midlands Made Smarter Business Case** - The Manufacturing Board, the Chief Executives from the East Midlands LEP's and the Midlands Engine team have instigated a dialogue with BEIS to understand how we can position the East Midlands to become part of the national Made Smarter Adoption approach. A working group of the 4 universities, Midland Engine and LEP representatives will be set up to develop a business case which will be presented to the national team for review.
- **Skills** - how to we ensure a well training local talent pipeline, which meets sector needs - joint working with HE/FE
- Supporting **clean growth** initiatives, circular economy, how do we leverage our advantages and spot opportunities ? Make direct links with the LEP's Energy Council to support decarbonisation, offshore wind and hydrogen manufacturing and supply chain opportunities
- **Freeport** - promotion and support to identify supply chain opportunities through the Humber Freeport, particularly through the tax zone sites that offer significant tangible financial incentives including discounted business rates, stamp duty, NI, Capital allowances. Primarily targeting inward investment but other businesses looking to expand or set up new operating units may benefit.
- Planning the 2022 **Manufacturing Conference**

Appendix A Manufacturing Sector Plan 2019

GLLEP Manufacturing Sector Strategic Plan





GLLEP Manufacturing Board Presentation

28 September 2021

Darren Joint and Samantha Harrison

Manufacturing Sector Update

- Manufacturing Sector Strategic Plan 2019
- Covid-19
- Brexit
- Support pivot
 - Peer Networks
 - Supply Chain Programme
 - Manufacturing Transformation Programme
 - Manufacturing Growth Programme
- Survive, Sustain and Embrace Recovery

Greater Lincolnshire Manufacturing Network

- 1 year pilot launched November 2019
- Build on success of Year 1
- GLMN Aims
 - Support the growth and development of M&E SME's
 - Explore new technology
 - Collaboration opportunities
 - Private sector led
 - Facilitate peer to peer networking & inter-trading
- GLMN Aspirations
 - Vibrant platform for manufacturing businesses to share best practice and drive the success of the sector



Made Smarter East Midlands

- Appetite for a East Midlands Made Smarter bid
- Recognise diversity across the East Midlands
 - Textiles
 - Food
 - Heavy Engineering
 - Space
- Partners
 - East Midlands Universities
 - LEPS / Growth Hub
 - Midlands Engine
- Two-way dialogue with BEIS



At its core Made Smarter will be helping local manufacturing businesses to innovate, creating new opportunities and technologies in the process. It's a hugely exciting time and I believe this is truly a once in a generational opportunity to boost productivity and create the high value, highly paid jobs of the future.

— Juergen Maier CBE, Co-Chair of Made Smarter UK

Skills

- Local talent pipeline
- Closer collaboration with LEP Capital Programmes (FE)
- Technology / Digitalisation
- Engineering skills
- What the sector needs
 - Alignment with ESAP



Clean Growth / Local Supply Chain Opportunities

- Net Zero
- Circular economy
- Leverage advantages / opportunities
- Freeport
- Energy Initiatives



Made In Lincolnshire

- Re-vamped June 2021
- FREE online tool
- Promotional and inter-trading opportunity
- Dynamic - updated monthly
- Aspirational target >150 featured businesses



Bennington Carriages

Bennington Carriages: a family-owned Lincolnshire business established for over 50 years that designs, manufactures and supports the world's finest horse-drawn carriages. Holding a Royal Warrant and exporting globally, Bennington Carriages has an unrivalled onsite and online showroom, provides expert training at its academy and is an active promoter of the sport of carriage driving.

www.benningtoncarriages.co.uk



Bennington Metal Furniture

Luxury furniture designed and hand-crafted by highly skilled craftspeople is the focus of this family-owned business based in Long Bennington. The combination of skilled metal craftsmanship, designer fabrics, glass and granite has resulted in a range of stylish furniture that will complement any home, conservatory, orangery or garden.

www.benningtonmetalfurniture.co.uk

Bernard Holmes Precision

An obsession with quality and efficiency has kept BHP ahead of the game for over 60 years. A family-run precision engineering company, BHP manufactures parts for demanding industries such as food machinery and hydraulics, from one-off prototypes to high-volume, high-precision machined components. Precision is the watchword at Bernard Holmes Precision.

www.bernardholmes.co.uk



White Air Solutions

White Air Solutions has developed an air purification machine which can extend the storage life of fresh produce, fruit and flowers. The machine can also be used in clean rooms, medical and pharmaceutical labs, doctors' and hospital waiting rooms and many other working environments where the priority is to help promote clean air and healthy workforce.

www.whiteairsolutions.co.uk



With Love From Lincolnshire

With Love & Pre-Loved From Lincolnshire offers an amazing range of locally handcrafted gifts, crafts, cards and art as well as carefully curated pre-loved items. Visitors can shop from products by over 80 local makers, artisans and artists under one roof, and there is also a choice of good-quality second-hand items sold directly by over 50 local individuals.

<http://www.facebook.com/WithLoveFromLincolnshire>

Witham Oil & Paint

Trading since 1921, Witham Oil & Paint Ltd is a privately owned, family-run business with its head office and lubricant manufacturing based in Lincoln. Today the business is collectively known as The Witham Group and is now one of the UK's leading independent manufacturers of a whole range of commercial and industrial lubricants and paints.

www.withamgroup.co.uk



The Board Structure

- Recruitment drive
 - Sector
 - Food Manufacture
 - Renewables
 - Area
 - North & North East Lincolnshire
 - Rutland
- Closer links with other Boards
 - Skills
 - Defence
 - Food
 - Energy
 - Innovation Council



Celebrate achievements

“Whatever your agenda, as senior manager or business owner, the **Peer Network provides a fabulous opportunity to pool experience and knowledge**. What better way to solve a problem or prepare for change, than by working on the problem or change with like minded individuals who may have already found the answer or have another viewpoint?”

Neil Holmes, General Manager, MTAG Composites



“The manufacturing Peer Networks sessions I took part in were, without doubt enlightening and very worthwhile. This sort of programme is not something that in the past I would have set aside time for or thought beneficial, but having completed it I consider it **a great return on investment as well as an important requirement of any business leader trying to move forward.**”

Roy Jackson, Managing Director, Jackson Engineering UK Ltd



Celebrate achievements

Manufacturing Transformation Programme

New **Business Development strategies** focusing on production of new furniture have been discussed to help the business grow. We have improved our Financial Management reporting and focus, to enable **real-time informed decision making**.

Greg Stone, Operations Manager, Matthew Cox Limited



Supply Chain Programme

Following 1:1 support **Tim commented that the time spent on implementing the QCD model (Quality/Cost/Delivery) KPI's was very timely** as they were about to implement the CIM50 software package that they had purchased, as a result, the programme has initially supported the configuration of this software and then been able to support further with a grant.

Tim Brooksbank, Financial Director, Fowler and Holden Ltd



Any questions?



Paper 3 – Chair and Chief Executive's Report

Publication	Public Paper (published)					
Meeting date:	28 th September 2021					
Agenda Item:	3					
Item Subject:	Chair and Chief Executive's Report					
Author:	Ruth Carver					
For:	Discussion		Decision		Information	X

This report focuses on by exception reporting on key issues and information for the Board's attention. Quarterly performance reports are provided and issues which require board input or decisions are tabled as agenda items in their own right. The report is grouped under four headings:

- 1) LEP managed projects and programmes
- 2) LEP Strategic Advisory Boards
- 3) External Partnership Activity 4
- 4) Governance and Finance.

Policy - Levelling up White Paper and CSR due at the end of October. The LEP team has been engaging with the Levelling up Unit and No 10 delivery unit on the role of LEP and Greater Lincolnshire's challenges and opportunities and levelling up. The next few weeks is a busy period in terms of policy. A direction of travel in terms of county deals, and LEP review is expected to feature in the LEP review.

Levelling up - The Board discussed an approach for levelling up at the August meeting, and a slide deck is near completion that summaries challenges and opportunities for Greater Lincolnshire in levelling up. This has been shared with local partners to develop further and is serving its function of engaging within Greater Lincolnshire on levelling up and setting out a position. The LEP team, as are other partners, is drafting a Comprehensive Spending Review response from the Greater Lincolnshire LEP. Board input will be sought before the 30th September submission date.

Reshuffle: Changes are as follows in the LEP sponsoring departments:

Department for Levelling Up, Housing and Communities

- Secretary of State for Levelling Up, Housing and Communities, Minister for Intergovernmental Relations - Rt Hon Michael Gove MP
- Minister of State - Kemi Badenoch MP (jointly with the Foreign, Commonwealth and Development Office (Minister for Equalities))
- Minister of State - Rt Hon Christopher Pincher MP
- Minister of State - Lord Greenhalgh (jointly with the Home Office)*
- Parliamentary Under Secretary of State - Eddie Hughes MP
- Parliamentary Under Secretary of State - Neil O'Brien MP

Department for Business, Energy and Industrial Strategy

- Secretary of State for Business, Energy and Industrial Strategy - Rt Hon Kwasi Kwarteng MP
- Minister of State - Rt Hon Greg Hands MP
- Minister of State - Lord Grimstone of Boscobel Kt (jointly with the Department for International Trade)*
- Parliamentary Under Secretary of State* - Lee Rowley (and Junior Lord of the Treasury (Government Whip))
- Parliamentary Under Secretary of State, and Minister for London - Paul Scully MP
- Parliamentary Under Secretary of State, Minister for Science, Research and Innovation - George Freeman MP
- Parliamentary Under Secretary of State - Lord Callanan

Paper 3 – Chair and Chief Executive's Report

Andy Haldane - You may have also picked up that another key appointment was made yesterday, with **Andy Haldane** (formerly Bank of England and Chair of the Industrial Strategy Council) joining the Cabinet Office to head up the **Levelling Up Task Force**

Area One - LEP Managed Projects and Programmes

Delivery Plan - The LEP's delivery plan is published at [Greater Lincolnshire LEP Annual Delivery Plan 2122.pdf \(greaterlincolnshirelep.co.uk\)](https://www.greaterlincolnshirelep.co.uk/2021/07/22/greaterlincolnshirelep-annual-delivery-plan-2021-22/), with the four priorities 1) Game changers 2) economic recovery 3) international profile 4) Strengthening the LEP.

Economic Dashboard - One of the actions from the LEP Board was to develop a GLLEP Economic Dashboard. This is now up and running in its first phase, and can be accessed via the below link: <https://app.powerbi.com/view?r=eyJrIjoiMTE1NGI1MjYtYzkyYi00NmNmLWI3NzEtNGQzYjI2MjRjZTk3IiwidCI6ImI0ZTA1YjkyLWY4Y2UtNDZiNS05YjI0LTk5YmE1YzExZTVlOSJ9>
We are working on integrating this into the LEP website and the next steps will be to more fully develop the employment and skills section within the dashboard.

Greater Lincolnshire Careers Hub - Following approval by the LEP Board in July, the LEP was successful in being awarded one of a new wave of Careers Hubs, as announced by the Department for Education and The Careers & Enterprise Company. This is an extension to the Enterprise Advisor Network and is being funded by CEC, Lincolnshire County Council, North and North East Lincolnshire Councils and allows support for over 100 schools across the area, including special schools. The Greater Lincolnshire Careers Hub will consist of approximately 34 local schools and colleges, working together with local employers such as Lincolnshire Co-op, Triton Knoll, and Bakkavor. 34 schools chosen to be part of the Careers Hub in Year 1 are receiving additional support and the Hub brings a ring-fenced amount of grant funding for careers initiatives that will benefit the whole area.

The Careers Hub became operational in September 2021 in line with the new academic year. Updates will be provided as part of the quarterly reporting. The LEP is attending the Headteachers conference to brief and engagement with all schools, and colleges is being undertaken.

Area Two - Activity of the LEP Boards

A new look **Visitor Economy board**, chaired by Nicky Van Der Drift, and vice Chair Jo Hardy, LEP Board Director met in mid-September. A number of working groups will be formed to develop recommendations on recruitment, employment and skills, seasonality, market research and recovery priorities.

Economic Recovery Plan - All Strategic Advisory Boards have a meeting in the autumn, and will involve structured sessions around the Renewal Plan to discuss opportunities for new interventions and activity to boost our key sectors within Greater Lincolnshire.

Food Board - Two urgent sessions are being arranged with the board to gather the latest intelligence on labour shortages and local solutions.

Area Three - External Partnership Activity

GL LEP Conference is the 2nd November 2021 and the focus this year will be the launch of UK Food Valley at an Investors Conference. The AGM will be held the same day.

Forthcoming events where the LEP is speaking are Lincolnshire Climate Change Summit on the 13th October - Pat Doody, Built Environment Conference - Ruth Carver, Chairing panel at the

Paper 3 – Chair and Chief Executive's Report

waterline summit on the Humber - Pat Doody, and hosting a visit of the Midlands Engine Team to Greater Lincolnshire 27th September.

Comms campaigns continues this month on the impact of LEP's nationally, regionally and locally. Examples of the local campaigns can be found on GL LEP linkedin/Twitter, Midlands LEPs worked together on a joint pr campaign and video.

Area Four - Governance, Operations and Finance

The New Operations and Delivery Manager starts on 4th October .

Assurance Framework - LEPs have an updated National Local Growth Assurance Framework to work to - the link is here [National Local Growth Assurance Framework \(NLGAF\)](#). It has a number of minor alterations. These include, providing clarity on:

- The need to publish both a gifts/hospitality register, and an expenses register, separately.
- The timing of delivery plans and annual reports
- Confirmation that annual reports are not needed at the start of the financial year etc.

Officials have provided the following summary of the changes:

- Drafting updates to update text that was out of date or required amendment.*
- Updates to incorporate changes from the republished Green Book. See particularly the Value for Money section, which adjusts the emphasis of appraisals.*
- Inclusion of the Getting Building Fund, Mid-Year Reviews, and of Pan Regional Partnerships.*
- Updates to both the Department for Transport and Department for Education annexes.*
- Updates to areas that have caused query from stakeholders - notably: clarity that MCAs should engage the department with reviewing their Local Assurance Framework; clarity on the expenses register; clarity on codes of conduct; clarity on co-opted board members and overall board numbers; clarity on delivery plans and annual reports.*

Alongside this, officials have also circulated a new set of **Exemptions**, which offer some temporary adjustments to the compliance requirements of the NLGAF should you require them. The new Exemptions provide flexibility in four areas:

- Chair and Member recruitment,
- Chair/Deputy Chair tenures,
- Private sector board composition, and
- Gender composition of boards.

The LEP team is working through the changes with the Accountable Body and there are considered minor tweaks to our assurance framework locally.

Mid Year Performance Review - GL LEP Mid Year Performance Review has been set for 7th October and currently a data collection exercise is being undertaken looking at our budgets, both current and reserves, and understanding the level of forecasts and commitments.

Management Accounts: Confirmation of the LEP core funding allocation was received on 27 July. The Government has decided to provide LEPs with an initial six months of core funding in 2021-22 to the value of £250k. This was received mid-August. Government will use the LEP review process to collect further financial data on LEP performance, to inform decisions on funding for the remaining 6 months.

Paper 5 - GLLEP Board Forward Planner 2021/22

Date	Venue	Standing Items	Others
28 th September at 3.00pm	Monthly	Chair and CX report	<p>Manufacturing Board Update - Darren Joint/Samantha Harrison</p> <p>Food Board and the Seafood Sector - Sarah Louise Fairburn MC/SD</p> <p>Options Paper - Halina Davies</p>
26 th October at 3.00pm	Monthly	Chair and CX report	<p>Midlands Engine/Connect priorities - Maria Machancoses/Rachael Greenwood</p> <p>Transport Plans - Halina Davies</p> <p>Defence Board priorities - Julian Free</p> <p>Visitor Economy Board priorities and Tourism Action Plan - Nicky Van der Drift</p>
26 th November at 10.00am	Quarterly	<p>National Budget</p> <p>Chair and CX report</p> <p>Quarterly performance, finance, ADP and programmes</p> <p>Economic Plan Progress and Recovery Fund Proposals JB</p>	<p>Innovation Council - Andrew Hunter</p> <p>Energy Council</p>
25 th January 2022	Monthly	Chair & CX Report	
22 nd February 2022	Monthly	Chair & CX Report	
25 th March 2022	Quarterly	Chair & CX Report	