

Greater Lincolnshire LEP Board Meeting

Friday, 29th September 2017
Council Chamber, North Kesteven District Council Offices,
Kesteven Street, Sleaford, Lincs, NG34 7EF

Paper 0- Agenda

Time	Item and brief description	Lead	Access/Circulation
10.00	Welcome, Apologies, Declarations of Interest <ul style="list-style-type: none"> • Approval of Minutes • Review of Actions 	Chair Ursula Lidbetter	Paper 1 attached - All
10.05	Directors Refresh	Chair Ursula Lidbetter	Paper 2 – To follow
10.15	LEP Directors Report - <ul style="list-style-type: none"> • For information • Decision required on the nominations for Midlands Engine 	Ruth Carver	Paper 3 attached - All
10.20	Policy Considerations for the LEP	Ruth Carver	Paper 4 attached – All Decision
10.40	Sector Board Updates <ul style="list-style-type: none"> • Food Board - the Board are asked to comment and agree on the areas of focus for the Food Board • Manufacturing Board • Visitor Economy Board Update 	Mark Tinsley Ruth Carver Chris Baron	Paper 5.1 attached - All Paper 5.2 attached - All Paper 5.3 attached - All
10.45	Team Lincolnshire The LEP board are asked to agree the approach being taken on Team Lincolnshire and allocate resources	Ruth Carver	Decision - All Paper 6 attached
10.50	Skills Strategy Degree Level Apprenticeships	Clare Hughes and John Latham	Presentation Paper 7 attached - All
11.50	Consultation on East Midlands Trains Franchise	Ruth Carver	Decision Paper 8 attached

12.00	Priorities for Growth – NKDC	Cllr Richard Wright and Ian Fytche, NKDC	Presentation
12.30	AOB and Close		

Attendees - LEP Board Directors: Ursula Lidbetter (Chair), David Dexter (Deputy Chair), Andy Orrey, Cllr Colin Davie, Cllr Peter Wheatley, Cllr Rob Waltham, Cllr Craig Leyland, Herman Kok, Pat Doody, Richard Wills, Mark Tinsley, Mary Stuart, Dean Fathers

Apologies Received: Chris Baron, Steve Middlebrough, Cllr Ray Oxby, Sarah Hendry, Ange Blake

Observers: Pete Holmes BEIS, Simon Green NLC

Officers: Ruth Carver, Clare Hughes, John Latham, Liz Shutt, Sue Groves (Note Taker)

Additional Papers Pack (just for information and not for printing)

AP1 – Bi Monthly Report

AP2 – Draft Investment Board minutes

Parking Arrangements

Please use the local "Pay and Display" car parks, map attached.

Key dates for LEP Board Members 2017

- LEP Business Live – 20th October
- November LEP Board and Investment Board – 24th November (University of Lincoln)
- Annual Conversation - tbc
- LEP Strategy Session - tbc

Directors: Ursula Lidbetter- Chair; David Dexter – Deputy Chair; Cllr Colin Davie; Pat Doody; Richard Wills;; Andy Orrey; Chris Baron; Herman Kok; Cllr Rob Waltham; Professor Mary Stuart; Mark Tinsley; Cllr Ray Oxby

Directors Apologies: Steve Middlebrough; Cllr Peter Wheatley

Secretariat: Ruth Carver; Liz Shutt (Item 4); Cathy Jones (Housing); Kate Storey (Note Taker)

Observers: Pete Holmes (BEIS), NLC; Simon Green **Agenda:** SHDC: Cllr Nick Worth; Christine Marshall, Housing Ian Fytche; Phil Roberts, NKDC

Item 1 - Welcome and Introductions

The Chair welcomed all to the meeting. The minutes of the 26th May meeting were agreed and can be published.

Matters Arising

Directors Vacancies - Following May's elections two District Council directors continue to be sought, a nomination from the Lincolnshire Leaders group and a direct appointment. Local Authority Leaders are meeting on 21st July to consider an appointment, and then the LEP shall invite other leaders to be considered for a further post.

Directors Recruitment - Following a recruitment exercise, the Appointments Committee recommended Dean Fathers as a director of the LEP Board. The Board discussed the challenges associated with this role and the need to ensure momentum regarding the medical school - The appointment was endorsed

Board and Committee Vacancies - The Appointments Committee recommended two new appointments to the Finance and Audit Committee following recruitment exercise. Janet Hemmatt from Boston College and Ian Knowles from WLDC were approved as joining the committee.

The Appointment Committee recommended that Simon Telfer from Branston join the Employment and Skills Board. The LEP Board endorsed this decision.

A Utilities summit was held on 18th July 2017. The summit was well attended, with representatives from the regulators, providers, and local authorities and business. The summit findings will be used to inform the Utilities study and the next steps. Constrained developments should be identified and whether any local solutions can be found to alleviate pressure and local pilot schemes need to be identified. Congratulations to Andy Brooks and the LCC team for leading and organising. BEIS guests also endorsed and were very complimentary. Notes from the session will be included in a commissioned study and will be circulated on completion.

Declarations of Interest - As per the Register of Interest published on the LEP Website, specific declarations of interest for this meeting. Ursula Lidbetter and Mary Stuart declared interests in the Lincoln Transport Hub and Lincoln Science Park and future plans for a Medical School.

Action: The Minutes of 26th May 2017 were agreed for publication, and the appointments are noted and actioned.

Item 2 - LEP Directors Report

Housing Infrastructure Fund - Details of the HCA's Housing infrastructure fund were published recently. This consists of two elements. (1) Filling the last infrastructure gaps marginal funding and (2) forward funding. High demand areas will take priority. Bids are required by 28th September. It was agreed that the LEP's Housing Policy Advisor Cathy Jones, would work with the bidders to ensure fit and consider letters of endorsement. Andy Orrey and Herman Kok agreed to support this work for the LEP Board

Heathrow Airport Logistics Hubs - North Lincolnshire is responding to the national call for logistics hubs for the expansion of Heathrow airport, the Board agreed to support their expression of interest.

Inward Investment Successes – The national and local annual figures for inward investment were released in July, there was a 20% increase on previous year's figures. The November board meeting is scheduled for enterprise, and investment, trade and innovation would be considered in more detail

Apprenticeships - The Board requested an update on the apprenticeship levy on the September agenda – there is a perception that there are issues around the offer, the providers and take up locally.

Impact of Infrastructure – the Board discussed how we measure the impact of investments in road infrastructure, and in particular pinch point schemes. It was agreed that the LEP would ask the highways authorities to look at lessons learned from previous growth deal investments, and suggest enhancements to the assurance framework to ensure that the Board is fully aware of a wide range of impacts, such as jobs growth, housing, employment land, journey times, impact on local residents etc.

Actions:

- **Incorporate Dean Fathers as LEP Board Director with Companies House**
- **Andy Orrey and Herman Kok to support officers in endorsing bids for the Housing Infrastructure Fund by 28th September deadline.**
- **LEP Team to work with the Highways Authorities to explore the impact of infrastructure investments, and suggestions on the**
- **Apprenticeship Levy on the September board.**

Item 3 – LEP Board Terms of Reference Review

The board considered a refreshed terms of reference, and it was agreed that the TORS would be circulated for comment. BEIS updated the board on the national LEP Review being undertaken and due to report in the autumn. Due to the impending refresh of the LEP Board, it was agreed to review the terms of reference and agree a refresh process at the next board in November.

Action:

- **Circulate the draft Terms and Conditions policy to Directors for a response within 10 days.**

Item 4 – Emerging Policy themes and Industrial Strategy

Liz Shutt presented a paper which outlined emerging national policy themes, UK Prosperity Fund (UKPF), Industrial Strategy and the LEP Review - The direction of travel is to work up a top level framework locally ahead of clarity emerging this autumn.

Actions:

- **Ruth Carver/Liz Shutt to work up local Industrial Strategy framework ahead of the Autumn**

Item 5 Lincoln University and Growth Agenda

Professor Mary Stuart update the board on a number of items, agri-food and sector deals progress, focus on the health care sector and improving medical skills, and the role and remit of the innovation council

Item 6 – Future funding and ESIF

Pat Doody updated the Board on the work of the ESIF Committee, how our European Structural and Investment Fund programmes are currently performing; how we are trying to drive up performance and what we need to plan for in shaping policy around what domestic regeneration funding the Greater Lincolnshire LEP would want to lobby for post Brexit.

ERDF Calls that are currently still open (close on 31st October 2017) for outline applications to be submitted include:

- Supporting the shift towards a Low Carbon economy
- Promoting climate change adaptation, risk prevention and management
- Preserving and protecting the environment and promoting resource efficiency

The LEP Board thanked Pat Doody and his committee, including Susannah Lewis and the LCC teams for the huge input and asked for regular updates on progress.

Item 7 - Housing

Ian Fytche and Phil Roberts NKDC presented this item on behalf of the Local Authorities

Ian Fytche from NKDC is the housing CX lead, supported by Phil Roberts corporate director of NKDC. Their focus is on future direction and deliverability of housing and infrastructure, they are seeking thoughts from the LEP Board.

Policy progress made with the HCA during the devolution process and funding/processes will be taken forward. Delivery projections are on track. The biggest risk is infrastructure funding and mechanism to support delivery, and utilities provision and costs, linked to the agreed SIDP.

The existing district housing network covers traditional Lincolnshire. An invitation has been sent to other partners and this group will focus on supported housing, market making, direct investment, and joint initiatives. A strategic housing delivery plan is underway with further work is required on an approach to the housing bids.

The Board agreed to bring updates twice a year to the LEP Board, with the first update on a Strategic Housing Delivery plan.

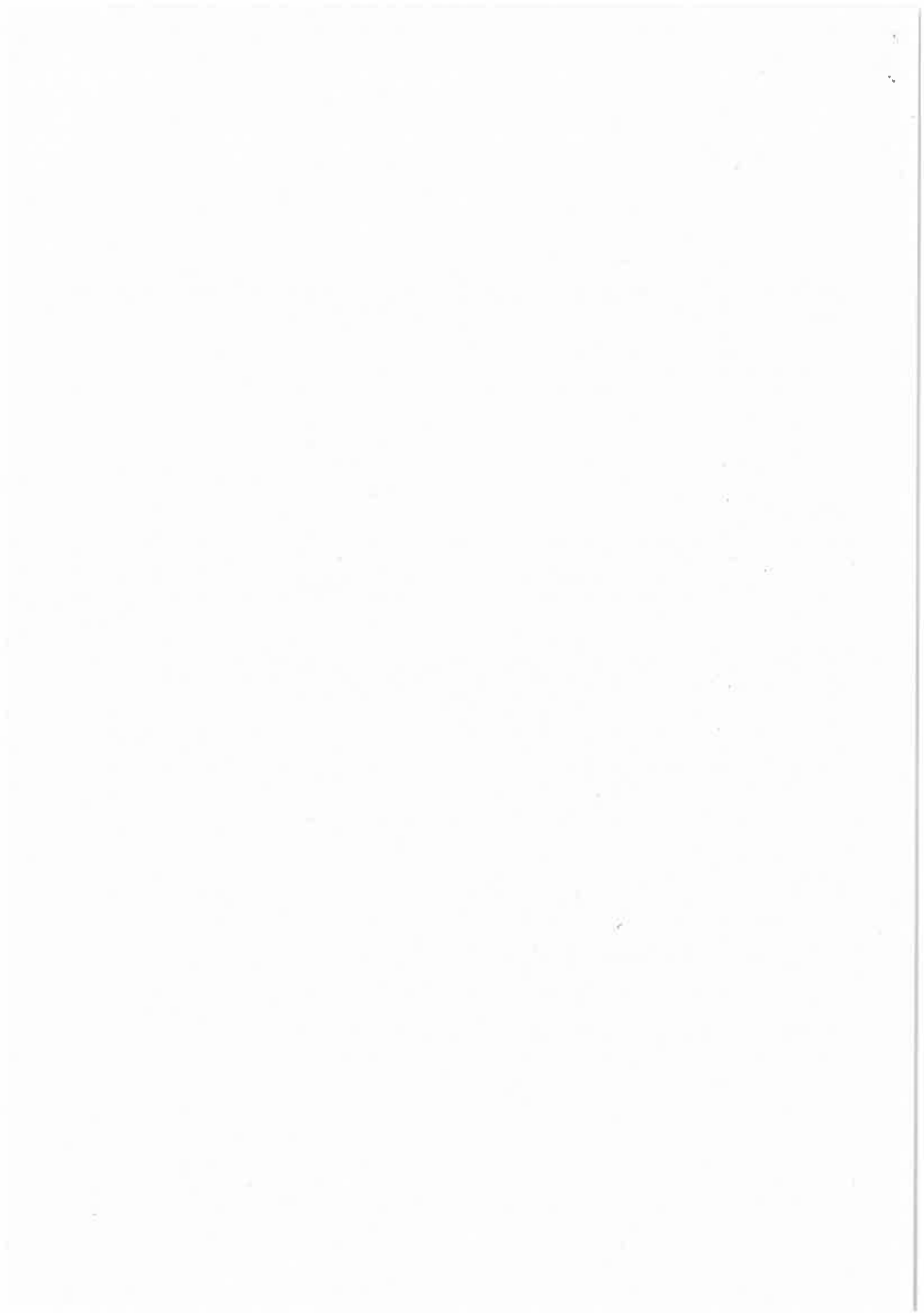
Actions:

- **Regular Housing Updates to the LEP Board**

Item 8 – South Holland District Council and its priorities for Growth

Cllr Nick Worth and Christine Marshall presented an overview of SHDC plans for growth.

AOB - There were no items of AOB and the meeting was closed.



Recommendations

- 1) That the LEP Board consider and approve the revised Terms of Reference for the LEP Board
- 2) That the LEP Board expands the membership of the Appointments Committee to include the Chair of the ESIF Committee.
- 3) That the LEP Board approves the policy for the appointment of LEP Board Directors.
- 4) That the LEP Board approves the policy for the appointment of the LEP Chair and the Vice Chair.

1) Terms of Reference

The terms of reference for the Greater Lincolnshire LEP board below has been updated to reflect the current role of the Greater Lincolnshire LEP and comments received over the summer from Directors.

Recommendation 1: Directors are therefore asked to consider and approve the Terms of Reference.

2) Policy for the appointment of LEP Board Directors

Within the Greater Lincolnshire LEP's Articles and Association, it states that the term for a LEP Board Director is three years, with an option to renew for a further two terms of three years (a maximum of nine years). This applies to both the private and public sector directors, but does not include the nominated local authority directors. A number of the Directors first or second terms within the company finish in September 2017 and there is no current policy for the appointment or reappointment of LEP Directors. You will recall that the clock was reset for existing Directors when the company was formed in September 2014.

The following is therefore suggested:

Policy for the Appointment of Directors to the Greater Lincolnshire LEP Board

1) Vacancies

All vacancies for Greater Lincolnshire LEP Board Directors shall be openly advertised and communicated via the LEP website, a press release and social media. Applicants for LEP Board Directors are asked to submit a covering letter and a CV which will be considered by the LEP Appointments Committee*. The Appointments Committee will decide, as appropriate, whether they wish to interview candidates, before being brought to the LEP board for ratification.

2) Renewal

Where a director's three year term has concluded, the Chair of the Board shall write to the Director asking for their intentions in writing for a subsequent term, and if they wish to re apply their application will be considered by the Appointments Committee. The Appointments Committee's role is to establish whether the directors' skills sets and experience are suitable for another term. Some posts represent a sector or type of organisation, and where this is the case, the Appointments Committee may consider other applications at this point.

The Appointments Committee will therefore make recommendations to the full board for ratification on

whether to reappoint the board director or to seek a replacement. In making a recommendation, the Appointments Committee should consider sectorial and geographical representation, as well as equality and diversity and succession planning. No director would serve for more than three terms (nine years in total).

In order to maintain continuity, as well as allowing for succession planning, a number of the Board (to be determined and agreed by the Board) shall be considered for reappointment each year in September.

*The LEP Appointments Committee currently consists of the Chair of the Board, Chair of the Finance and Audit Committee, and Chair of the Employment and Skills Board. **It is recommended that this is extended to include the Chair of the ESIF Committee.**

Recommendation 2 and 3 : That the Appointments Committee is expanded to include the Chair of the ESIF Committee and that the LEP Board approve the policy for the appointment of LEP Board Directors.

3) Policy for the appointment of the LEP Chair and Vice Chair

The need to appoint a Chair is triggered when the existing Chair resigns or gives notice to resign. This could arise for a number of reasons including:

1. The Chair has come to the end of a term and does not wish to be appointed for a further three year term.
2. The Chair wishes to remain on the Board for a second three year term but not as Chair.
3. The Chair wishes to resign from the Board for business or personal reasons.

At the end of the term, the Chair would indicate whether they were prepared to remain as Chair. If so, the Board would be notified in writing of that, but would still be given an opportunity to nominate an alternative chair and a vote would be held. It was agreed at the outset that it is preferable for the Board to appoint one of its private sector members as Chair. There are a number of benefits of appointing, where possible, an existing board member as Chair. These include building continuity into the process and strengthening the development of the Board. In addition, an existing board member has already shown the necessary commitment and will understand what the role entails. The agreed process for future appointments of Chair is as follows:

The current Chair first informs the LEP board Directors in writing of a wish to remain or resign. In the case of a wish to remain, the board would be given an opportunity to nominate an alternative chair and a vote would be held. In the case of resignation, at the next board meeting, the Chair calls for nominations for a successor.

Those nominated must be:

- 1) One of the private sector board members and
- 2) Willing and able to serve as Chair for a three year term
- 3) Have an up-to-date date register of Interests

Each nomination should have a proposer and a seconder.

If there is only one nomination, that candidate is duly appointed, subject to ratification by the board, and a handover period agreed with the current Chair. This would normally be at least three months to enable the new Chair and the aim would be for the new Chair to begin in post at the next board meeting.

If more than one board director is proposed then there is a secret ballot of all directors on the basis of one director one vote. In the event of a tie, fresh nominations are sought, and the election process re-

run. If there are no nominations from within the Board, then an external recruitment process will need to be run.

The post would be externally advertised and a selection panel comprising the current chair and two other board members would interview a shortlist of candidates. Their recommendation would be brought for ratification by the full Board.

The recruitment of an external Chair would, in most instances, take longer than a month. Therefore the existing Chair would be asked to delay resignation until the new person was in post. If that was not possible, then the vice chairman of the LEP would become interim Chair until the appointment of the new chairman.

When appointed, the new term of office is three years, irrespective of the remaining length of their current term as a board member. In essence, the clock is reset at the time of appointment as Chair.

A motion of no confidence in the Chair or the Vice Chair may be called in any Board Meeting either a petition signed by at least 50% of the membership of the Board or by a two-thirds majority vote at a members meeting.

Appointment of the Vice Chair of the LEP

The Board will elect from its ranks a vice chair from within the group. Those nominated must be:

- 1) one of the private sector board members and
- 2) Willing and able to serve as Vice-Chair for a three year term.

Each nomination should have a proposer and a seconder. If there is only one nomination, that candidate is duly appointed. If more than one board member is proposed, then there is a secret ballot of all board members on the basis of one director one vote. In the event of a tie, fresh nominations are sought, and the election process re-run. If there are no nominations from within the Board, then an external recruitment process will need to be run.

Recommendation 4 : That the LEP Board approves the policy for the appointment of the LEP Chair and the Vice Chair

Appendix A

Greater Lincolnshire Board Terms of Reference

1. Purpose of the Greater Lincolnshire Local Enterprise Partnership

1.1. The Greater Lincolnshire Local Enterprise Partnership (the LEP) is a strategic body, which brings together the public and private sectors to provide strategic leadership and develop a long term vision of the Greater Lincolnshire economy, providing strategic insight on the challenges and opportunities facing the area by:

- Championing the GLLEP regions economic vision and promote bold solutions;
- Communicating with the business community around economic growth;
- Sharing knowledge practice and intelligence within the GLLEP region and;
- Allocating resources to deliver economic growth, secure finance and encourage local and national bodies to match resources to achieve the GLLEP regions ambitions.

1.2. Its main roles are:

1. To promote the development of a competitive business environment, where private businesses can grow, increase productivity and create jobs;
2. To develop the Strategic Economic Plan for Greater Lincolnshire;
3. To develop and advise Lincolnshire Leaders Board on a Greater Lincolnshire wide strategic approach to infrastructure that is linked to economic growth including transport, housing, energy security, floods and employment land development;
4. To develop and oversee the delivery of Employment and Skills strategy for Greater Lincolnshire and to ensure that local people have the skills to compete for jobs by supporting skills development in our most important sectors;
5. To promote Greater Lincolnshire as a prime location for inward investment, international trade and to proactively help more companies export their goods and services
6. To co-ordinate public and private sector activity on the key growth sectors (for example food, manufacturing, visitor economy), and in enabling areas such as water management and the digital economy, and innovation with the aim of increasing the regions competitiveness and to build on comparative advantages;
7. To develop co-ordinated Business Support services through Business Lincolnshire to ensure that local businesses receive the right support and advice to develop and grow their business;
8. To respond to opportunities that arise from Government initiatives to support economic development;
9. To support the localisation agenda by negotiating freedoms and flexibilities with government on actions which encourage more local devolution and accountability;
10. To co-ordinate and influence government and others on matters that benefit the economy of Greater Lincolnshire;
11. Agree the LEP's annual budget, the management of which budget shall be delegated to the LEP Director.

1.3. Its priorities through the SEP or current equivalent are:

- a) to drive the growth of agri-food, manufacturing and visitor economy sectors;
- b) to grow specific opportunities in the health and care, low carbon, and ports and logistics sectors;
- c) to drive growth in enterprises by expansion into new markets, modern telecommunications, infrastructure improvements, and business skills;
- d) to promote Greater Lincolnshire as a place for sustainable growth, through improved transport infrastructure to connect to national and international markets, enable wider enjoyment of our heritage assets, culture and strong communities;
- e) to recognise the need for new housing for the existing local population; and
- f) to support balanced housing and economic growth.

Composition of the Board

The Articles of Association state that the board shall be more than 15 and no more than 20 directors of the company and be private sector led and represented. The full articles of association can be found on our website.

The Board shall comprise of at least:

- Nine private sector directors
- Three upper tier authority directors
- One district authority director
- Two public sector directors
- One Local Authority Director representing the Accountable Body

The upper tier local authority directors shall be nominated by the constituent authorities. The district director shall be nominated by the Lincolnshire Leaders group. The Local Authority Director representing the Accountable Body shall be nominated by the Local Authority undertaking this role.

All other directors are recruited through an open recruitment process, and shall serve terms of three years, and subsequent terms can be approved by the appointment committee of the LEP, the chair of the finance and audit committee, and the chair of the employment and skills board. No Director should serve more than three consecutive terms.

Since its formation, Greater Lincolnshire LEP has ensured SME representation at board level with a policy of reserving at least one place on the board for business representatives from the SME community with a specific remit to represent that community. This role includes liaising with small businesses groups such as the Federation of Small Businesses (FSB), the Institute of Directors (IoD) Chamber of Commerce and small businesses more widely. This role may be rotated amongst the Business Representative Organisations of Lincolnshire.

The Board will elect from its ranks a private sector chair and vice chair using the agreed process.

Representation and attendance

It is important that attendance at the LEP Board is at a consistent at senior level. Only Directors of the Board may sit at the meeting table and vote. Others may attend and take part by the invitation of the Chair.

Officers may be invited to attend as observers with permission of the Chair, and the number of observers may be limited at the discretion of the Chair.

The Board will meet at least quarterly with a calendar of future meetings will be set for a year at a time. The agenda and papers for meetings shall be approved by the Chair. The agenda and papers shall be disseminated by the LEP Executive, at least one week in advance of the meeting, with the agreement of the Chair. Board Directors wishing to propose items for the agenda should contact the LEP Executive. Papers, except for confidential items, shall also be available on the website:
<https://www.greaterlincolnshirelep.co.uk/about/boards/lep-board/>

Minutes of meetings of the Board shall be approved in draft form by the Chair and disseminated to Board no later than ten working days following the meeting. Minutes shall remain in draft until approval by the Board at the Board's next meeting.

Quorum

No business will be transacted at a meeting of the LEP Board unless at least six directors of the Board are present, at least three of whom shall be Private Sector Directors.

Voting and Decisions

All decisions will be made with a consensus approach. Should a consensus not be reached, a vote may be taken. Only Board Directors are entitled to vote.

Those in attendance in an ex-officio capacity, invited advisors, or observers will not be entitled to vote. It will be at the Chair's discretion as to whether or not observers/advisers should leave the room when voting takes place. Any decisions put to the vote shall be decided by a majority of the members present and voting at that meeting. In the event of a tie in votes, the Chair of the meeting will have the casting vote.

Voting shall be by such means as may be agreed by the members present, provided that, before a meeting, the Chairman or any member may request a vote be taken by a show of hands on any resolution or business.

In order to enable the LEP to progress its business in an efficient manner, the Board can progress its business by using written procedure. This may be used where substantial new information is only made available at a Board meeting or a consultation on Government policy issues where responses are required prior to next meeting. In these cases, the Director will arrange for members to be sent an email notification which identifies the following: - The date of the proposal and date that responses are required by; - The name of the person making or putting forward the proposal/decision; - Details of the proposal. Two working days after the close of responses, the LEP Director will arrange for members to be notified of: - Responses received; - Any mitigating action taken to address members' stated views or concerns; - The date when any decision reached comes into effect. If a decision is required, the voting rules are the same as those for a decision taken in a meeting; however, on an electronic vote, a unanimous response will be required to enable a decision to carry. If the vote is not unanimous, the Board will need to be reconvened. Electronic voting will be used sparingly and only at the Chair's discretion.

Confidentiality

The LEP will, from time to time, consider projects and proposals of a "commercial in confidence" or sensitive nature. All Board Directors and Observers will observe the need for confidentiality in this respect.

LEP Directors

All Directors are required to complete an annual declaration of interest form, which will be published on the LEP website. All Directors shall operate under the LEP's code of Conduct:

https://www.greaterlincolnshirelep.co.uk/assets/documents/Declarations_of_Interest_%28Code_of_Conduct%29.pdf

AMENDMENTS TO TERMS OF REFERENCE

The Board may amend these terms of reference at any time.

Board Directors are asked to note the content of this report, and give a decision on the following:-

- Midlands Engine representation

LEP Board Director Recruitment

Cllr Craig Leyland, leader at ELDC, will represent the District of Lincolnshire on the LEP Board for the next term. Within the articles of association, there is provision for an additional public sector director, and the LEP Board agreed that for this term, nomination should be sought for an additional director from the district councils. Details of this requirement have been circulated, asking for nominations by

Area one - Policy & Strategy

An policy paper is on elsewhere on the agenda for the September board, and covers the main items of policy and strategy, in particular influencing future funding through the UK Prosperity fund, and the Industrial strategy white paper expected in the autumn.

Food Board – An update is given elsewhere on this agenda

Manufacturing Board - An update is given elsewhere on this agenda

Visitor Economy Board – An Update is given elsewhere on this agenda

Manufacturing Conference

"Manufacturing in Action" was the theme for the biennial Greater Lincolnshire Manufacturing Conference that took place at the Engineering School at the University of Lincoln on Friday 15th September.

Among the speakers was Steve Middlebrough, LEP Lead on Manufacturing, Maria Machinoses, Midlands Engine, Steph Neave from Engineering UK and Dr Michael Gallimore from the Support and Innovation Programme at the University of Lincoln's School of Engineering. It was well attended, and a great showcase for manufacturing talent.

MEIF

The British Business Bank launched the first £120 million tranche of Midlands Engine Investment Fund - designed to provide greater support to the region's smaller businesses, accelerate economic growth and promote job creation in line with the Government's Midlands Engine Strategy. This fund will invest in Debt Finance, Small Business Loans, Proof of Concept and Equity Finance funds, ranging from £25,000 to £2m, specifically to help small and medium sized businesses secure the funding they need for growth and development. Members will recall that Lincolnshire LEP allocated funds to MEIF to deliver in Greater Lincolnshire. <http://meif.co.uk/>

Fifth Round of Coastal Communities Fund

Government has recently confirmed that the fifth round of the Coastal Communities Fund for 2019 to 2021 will provide at least £40 million to help coastal areas in England to transform their economies and boost jobs in their local areas. It will be open for applications in early 2018. All projects are expected to deliver an outcome where coastal communities will experience regeneration and economic growth, business, tourism, skills, infrastructure, skills, environment, and capacity outcomes. Funding awards are

between £50,000 and £300,000. Coastal Community Fund is delivered by Big Lottery Fund. Part of the LEP's role here could be to raise the profile of the fund locally, and act as conveyor.

Midlands Engine

Over the summer, many partners have been contributing to the Midlands Engine Vision for Growth, which is available on the Midlands Engine website, and has already been circulated to board members. <https://www.midlandsengine.org/>

Nominations for Midlands Engines boards – Alongside the Midlands Engine vision for growth, Midlands Engine has been undertaking a Governance Review, our Chair, Ursula Lidbetter has been involved in the nominations committee. East Midlands LEP are therefore proposing to nominate the following, which will be operational after the party conferences.

- Midlands Engine Executive Board - 1 EM LEP Chair - Nominate Peter Richardson, chair of D2N2 LEP and alternate Ursula Lidbetter
- Midlands Engine Business Advisory Board 1 East Midlands LEP board - Nominate Nick Pulley, Chair of Leicester and Leicestershire LEP and alternate Peter Richardson, D2N2
- Midlands Engine Operating Board – 1 East Midlands LEP - Nominate Ruth Carver and alternate Mandip Rai, Leicester and Leicestershire LEP
- Midlands Engine Nomination Committee - 1 East Midlands LEP Chair - Nominate - Ursula Lidbetter
- Midlands Connect Strategic Board – 1 East Midlands LEP – Nominate - Richard Wills, Greater Lincolnshire
- Midlands Connect Steering Group 1 East Midlands LEP Board Rep - David Ralph, D2N2

The Board are asked to endorse the nominations.

Midlands Connect Projects

Midlands Connect representatives are meeting with members of our food sector on 15th September to better understand the strengths of the agri-food sector infrastructure needs. Amongst the wide ranging work Midlands Connect are undertaking, the following two projects have strong links to our strategic plans.

Pan Midlands Rail Corridors – commissioned to Network Rail. This study is to determine how we best use the additional capacity created by the Rail Hub, specifically East West corridors across our region.

A46 Corridor Study – Financed by Midlands Connect with contributions from partner authorities along the route. This study will focus on understanding the potential economic benefits and develop a strategic business case for the enhancement of the A46 as a corridor from the M5 to the Lincolnshire Coast. Initial reports from the study are to be delivered winter 2017

Area Two - Business Performance

Actions against the SEP 2016-17	Ranking
1 LEP Activity, Business Engagement and Media	Green
2 Growth Deal Performance	Amber
3 Growing Places Fund	Green
4 Feasibility Funding	Green
5 ESIF	Green
6 Skills	Pending ESB assessment
7 Business Lincolnshire Growth Hub	Green

1 LEP Activity, Business Engagement and Media

- **LEP Board Lead – Ursula Lidbetter**
- **LEP Exec Lead – Ruth Carver**

Place Marketing – The website and toolkit is finalised and ready to be launched at LEP Business Live.
<https://www.marketinglincolnshire.com/>

Media – The September quarterly newsletter is due to be circulated at the end of September. Over the summer period, news and blogs have been communicated covering:-

- Polar explorer and motivational speaker Anne Daniels **will** be the keynote speaker at the annual LEP Business Live conference in October. <https://www.greaterlincolnshirelep.co.uk/whats-new/polar-explorer-to-speak-at-lep-business-live/>
- The first phase of the Midlands Engine Investment Fund has been launched. <https://www.greaterlincolnshirelep.co.uk/whats-new/first-tranche-of-midlands-engine-investment-fund-launched/>
- Blog: LEP Growth Deal Manager Halina Davies examines how far the economy can benefit from improved infrastructure. <https://www.greaterlincolnshirelep.co.uk/whats-new/can-infrastructure-investment-help-shape-our-economy/>
- Manufacturing in action will be the theme for the Greater Lincolnshire Manufacturing Conference taking place at the University of Lincoln on Friday 15th September. <https://www.greaterlincolnshirelep.co.uk/whats-new/conference-to-look-to-the-future-for-manufacturing/>

LEP Business Live

20th October – the LEP annual conference. "Embrace the Future" is the theme and now includes the keynote speaker Ann Daniels – polar explorer alongside Mike Wilson of the British Automation and Robot Association (BARA), Ursula delivering our success round up and launching some new funds and activity, along with a surprise guest robot appearance, focusing at how new technologies and robotics will impact on our businesses.

Inward Investment

10 FDI visits are scheduled to take place in September/October. Five of these are with foreign owned companies with no previous relationship to the LEP. 5 DIT FDI inward investments were achieved over the last 2 months. Sectors include Aerospace, Agritech, AEM (x2) and ICT. Job creation figures vary from 20 to 200. Proposals have been submitted for them all, and responses are awaited.

Annyalla Chicks

A particular success that is currently underway is the new inward investment of the poultry business; Annyalla Chicks into Lincolnshire. They are currently renovating an existing site to

conform to their requirements and are due to be operational by March 2018. This inward investment has brought with it 100 new jobs and significant investment.

Parkair (Northrop Grumman)

The LEP has a strong relationship with Parkair developing skills and recruitment through a connection between Parkair and a Cyber specialist lecturer at Lincoln University. From this connection Parkair has taken on its first graduate and working with others on specific projects. Parkair are keen to continue to grow this relationship with the University.

2 Growth Deal Performance – Amber

- **LEP Board Lead – Ursula Lidbetter, Chair of the Investment Board**
- **LEP Exec Lead – Halina Davis**

A full report is included within the Investment Board paper pack and will be discussed at Investment Board. It remains clear, as explained to Board in April that the 2017/18 growth deal target of £15.7m will not be fully achieved. Three projects are currently behind on milestones for valid reasons, however will not contribute to spend as previously thought. One of these projects, Northern Junction Roundabout, is being presented to the Investment Board today for review; and the other two Skegness Countryside Business Park and Grantham Southern Relief Road will report on progress again at the 24 November Investment Board as agreed with the applicants in July.

Letters from the accountable body regarding formal variations to contract on expenditure and output forecasts were issued to all grant recipients with funding agreements in place and responses to these have now been received, incorporated into the forecasts and formally confirmed.

The programme is currently forecasting £9.97m in expenditure for this financial year, which leaves a gap of £5.7m for the LEP to consider as part of its freedoms and flexibilities.

Over the summer, David Dexter attended the opening of a new £2 million affordable housing development in Skegness. Chapman Court, situated on Scarborough Avenue, features 17 affordable retirement apartments and a holiday home for older people. Funds were utilised from our unlocking housing programme.

3 Growing Places Fund – Green

- **LEP Board Lead – Andy Orrey**
- **LEP Exec Lead – Cathy Jones**

On Invest and Grow – Haywood Estates have confirmed that they expect to submit their loan application for consideration at November board – Enterprise Village in Grantham. All other schemes remain on track.

4 Feasibility Funding - Green

- **LEP Board Lead Andy Orrey**
- **LEP Exec Lead Cathy Jones**

Claims are being processed under Rounds 1 and 2,

5 Skills – Pending business plan approval

- **LEP Board Lead – Herman Kok** **LEP Exec Lead – Clare Hughes**

The employment and Skills board held at Strategy Session in early September, and agreed to refresh the Skills Plan.

ESF Skills and Training projects

There are seven projects (£12m) that began earlier this year, match funded by the Skills Funding Agency. Progressing at different paces.

The largest project; Skills Support to the Workforce (£6m), is on track to hit spend targets, the most important element for the ESFA (Education and Skills Funding Agency) who are managing these contracts on our behalf. Businesses should be encouraged to access free training before the funds run out. A vast range of training is available, from World Host Customer Service, Developing Business Relationships and ILM Principles of Team Leading to Bricklaying, cladding and Directional Drilling. Open to local businesses with an annual turnover of less than £50 million to support their growth plans.
<http://ssw.fundingunit.org.uk/areas/greater-lincolnshire/>

Supporting collaborative working - the competitive nature of the publically funded training sector is a disincentive to collaboration, but the local training sector, and learners and employers would benefit from it. The ESB is supporting a request by a number of small training providers to jointly facilitate some new collaborations and an initial discussion is taking place on 26th September.

6 ESIF – Green

➤ **LEP Board Lead – Pat Doody LEP Executive Lead – Susannah Lewis**

European Regional Development Fund (ERDF)

68% of Greater Lincolnshire's ERDF allocation has been committed to projects to date. Current calls close on 31st October 2017. The ESIF Committee are due to meet on 18th September 2017 to discuss future calls and transfer of funds. They will take into account areas where there is high demand, a good pipeline of projects, any gaps in meeting programme and local strategic priorities and outputs. Low Carbon presents challenges in bringing projects forward, mainly due to timescales & eligibility restrictions. Specialist advice is being procured to complete a final assessment of whether there are schemes that could come forward to take up funds, now that eligibility rules have recently been amended. This will inform whether to allocate funds to low carbon activity or to make the case to move funds to other priority areas where there is over-demand.

European Agricultural Fund for Rural Development (EAFRD)

Calls remain open to local businesses for grants to support food processing, business development and tourism infrastructure schemes. The ESIF Committee have the opportunity to increase the amount of grant funding allocation against these calls which will be discussed at the next meeting.

All Greater Lincolnshire **LEADER** programmes remain open for business where micro and SMEs are able to access funding opportunities.

7 Greater Lincolnshire Growth Hub – Green

➤ **LEP Board Lead Prof Mary Stuart LEP Executive Lead Samantha Harrison**

Figures from April 2015 to 31st August 17	Number
Growth Hub Adviser Engagements	1371
Business Diagnostics	790
Client satisfaction with Growth Hub Service	93%
Intermediary interactions	219
Businesslincolnshire.com unique users	96174

National Helpline call centre referrals	225
Start up enquiries to Growth Hub	109
Business Workshops event attendees	709
Sponsored event attendees	4600
Twitter followers	4399
New Jobs created (potential)	76 (458)

Business Lincolnshire continues to provide support for businesses in Greater Lincolnshire. Engagement figures have increased now that the workshop and events programme is established. There is a varied programme being delivered across the county covering such varied subjects as Tender Writing, ISO4001, Digital Marketing and Getting Investment Ready. Interest in the grant support is also picking up. The following table summarises the current position with the 3 grant pots:

	Capital Grants	Revenue Grants	Digital Grants
Number of pipeline applications received – applications in process	12	2	8
Value of pipeline applications received – applications in process	£35,386.17	£6,468.00	£8,000.00
Number of applications approved	20	14	5
Value of applications approved	£71,122.51	£35,173.90	£5,000.00

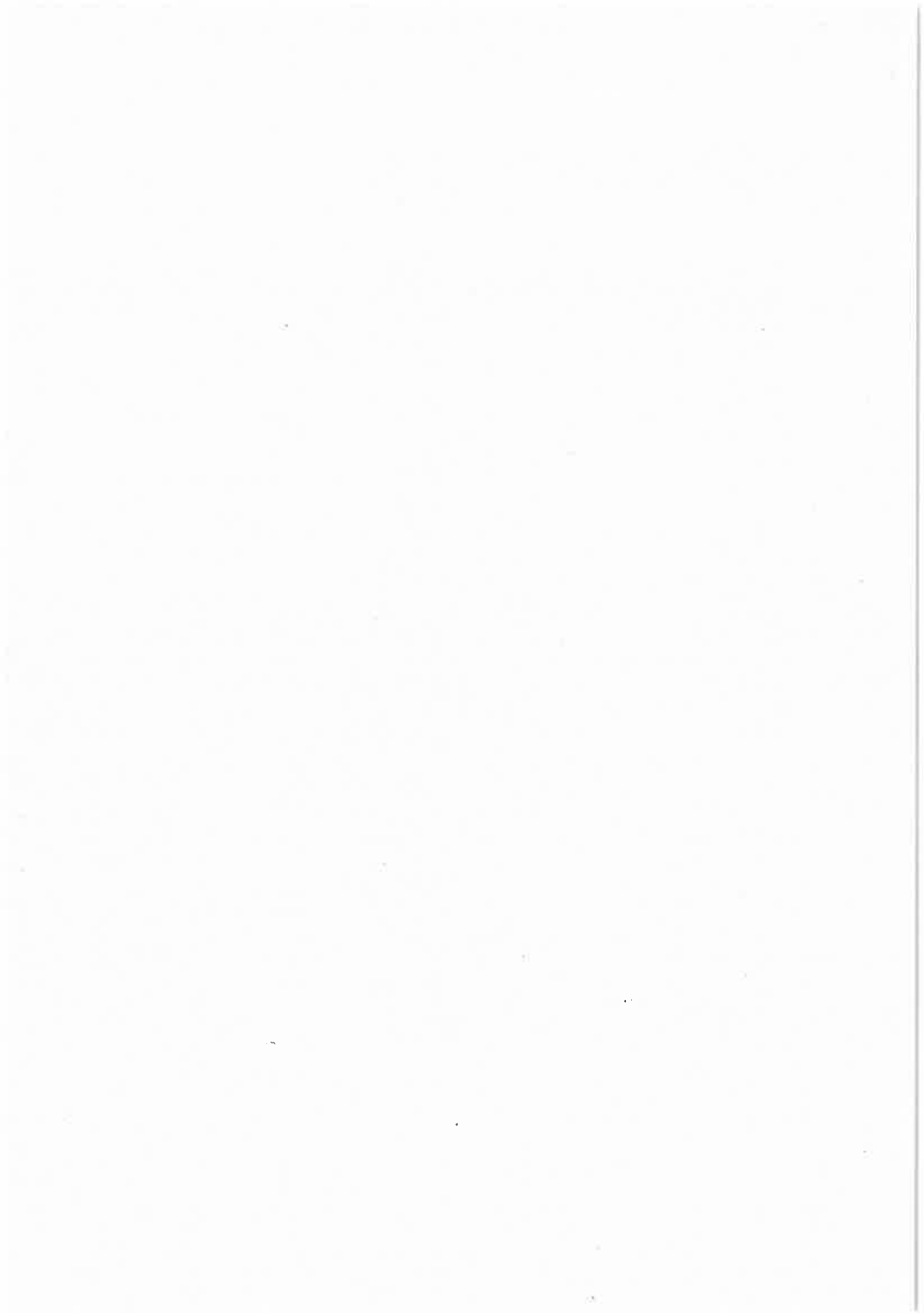
A number of new case studies have been developed which we are using across all communication channels to help highlight how the Growth Hub support can help different types of businesses. The team have also developed new marketing brochures which explain the different types of support that are available. There is a generic 'Explore Growth' brochure as well as a sector specific 'Explore Manufacturing' support brochure. Specific brochures for other sectors are being considered. Work on designs and content for the new Business Lincolnshire website is also underway.

AOB

The statutory annual declarations of interest register are due for update in November and we will soon be circulating the latest version for completion, signature and return.

Date and Meeting	Standing Items	Areas for discussion and decision
20 October 2017 BL17 – Epic Centre/ Lincolnshire Showground	LEP Business Live Conference	
1 st November	Food Board Reception House of Commons	
14 th November	Water Management Board	
24 November 2017 GLLEP Board – University of Lincoln	Minutes of last meeting Management Report Media Report	Export and trade (Samantha Harrison) Growth Hub Review and recommendation from Review of the Business Survival Commission

		Q2 performance Food Board Update Manufacturing Board
5 th December 2017	LEP Annual Conversation	
13 th December 2017	LEP Strategy Session	
14 th December 2017	Innovation Council	



Summary

1. This paper is intended to support a discussion about the development of a Local Industrial Strategy (LIS) – a Conservative Party manifesto commitment. The development of a Greater Lincolnshire LIS will aim to complement the national level Industrial Strategy while building on our Strategic Economic Plan.
2. This discussion takes place at the very early stages of our work to develop an approach. At this stage, it would be particularly helpful to hear views on:
 - a. what the focus of early evidence gathering should be
 - b. anything we should keep in mind as we develop the process

Parameters – what we know

3. The Government's Industrial Strategy Green Paper was launched at the end of January and following consultation in the Spring, we now await publication of the White Paper this Autumn. Publication could potentially align with the Autumn Budget, which the Government has now confirmed will be on 22nd November.
4. The Board will recall that the Industrial Strategy Green Paper was broad ranging and organised around 10 pillars. Central ongoing themes were rebalancing the economy away from the South East, improving productivity, driving global trade and export, and delivering an economy for all (inclusive growth).
5. Building on the development of a national strategy, Officials are currently working up policy to deliver the Conservative Manifesto promise stating "we will support local growth through combined authorities, mayoralities and Local Enterprise Partnerships. We will make each partnership and combined authority responsible for co-ordinating their own Local Industrial Strategy."
6. As yet, no timescales have been agreed with Ministers, but our latest discussions lead us to believe that there is a fair amount of time to develop a strategy – potentially until March 2019. It is anticipated that there will be significant scope for local areas to design their LIS with limited guidance from National Government although there are some relevant developments that we should be aware of:
 - Post-Brexit funding: Plans for future funding post-ESIF are being developed in the shape of the UK Shared Prosperity Fund (UKSPF). New spending commitments from ESIF are set to end in Spring 2019, with domestic growth programmes concluding in 2021. The new fund will replace the £4.6bn ERDF and £3.9bn ESF. Alignment with a successor for Local Growth Funding is also being considered. A consultation is expected in the Autumn, with a fund up and running for March 2019, although the development of a UKSPF is heavily dependent on the trajectory of Brexit negotiations.
 - Review of LEPs: Jake Berry MP and Margot James MP are leading a review into the future role of the LEPs. The review follows on from a commitment in the Conservative Party Manifesto to explore ways of putting LEPs on a more consistent foot legally, whilst still ensuring sufficient freedom and flexibility to attract private sector involvement. Recommendations could have a bearing on the development of LIS's if they cover issues like, for example, overlapping and connecting geography or the relationship between LEPs and local government.

So while we now have a clearer view of how the development of LIS's fits against other policies, there remains uncertainty as to what shape they should take and how they might align with the UKSPF. This gives the GLLEP some time to collate new evidence and develop a process best suited to our area.

Emerging themes

7. As we start to consider what evidence to collate, it is worth reflecting on a number of emerging policy themes.
- **New measures of growth that could lead to investment in new areas:** A global consensus is emerging that economic inclusion is a critical factor for long-term economic performance (growth and productivity). This is what the inclusive growth agenda refers to or Theresa May's phrase "an economy that works for everyone". This is not about pitting growth against inclusivity; it is about realising that the two are in fact linked. This premise opens up a number of avenues for potential evidence gathering. For example, we are aware of two projects that are currently seeking to develop new broader measures for growth. In our area, it may also be helpful to look at more granular level data about performance and potential interventions in different localities across Greater Lincolnshire. Work to focus on civic renewal is also part of this.
 - **A broader definition of rebalancing the economy – not just about North and South but also rural and coastal:** The Government aim of rebalancing the economy first emerged in the Coalition – although the UK's economic imbalance has, of course, been a well-known problem for much longer than this. However, to date policy interventions have largely focussed on the North-South divide (Northern Powerhouse) and often the main focus has been on big cities outside of London. There is growing recognition about the need to develop new solutions for other areas, including small cities, coastal and rural areas which could provide new opportunities for Greater Lincolnshire. For example, we have been supporting the RSA to shape a new Food, Farming and Countryside Commission prior to its launch in the Autumn. The key point to remember here is that it is about ground up development of solutions – not waiting for something from National Government.
 - **The gap in technical skills and blurring of FE and HE provision:** There was political consensus across the Conservative and Labour Manifestos on the need to tackle the gap in provision for technical and intermediate skills. By 2020, the UK is set to fall to 28th out of 33 OECD countries in terms of developing intermediate skills. This translates into cross-party support for increasing the number of apprenticeships and various solutions to improve Further Education. Officials are still grappling with what form Institutes of Technology may take, but a view does seem to be emerging about the need move beyond silos of provision in FE and HE. The University of Lincoln's National Centre for Food Manufacturing provide a good blueprint for this approach.
 - **Economic geography and cross-LEP collaboration:** Collaboration and supply chains function across administrative boundaries and LEPs are working together (eg, on food and drink, nuclear, automotive and aerospace) to reflect that. The Conservative Manifesto committed to recognising this interplay of national and local sectors and clusters, and the vital role of the SMEs that make up the majority of UK businesses. The opportunity here is to create Local Industrial Strategies that are based on a detailed understanding of the local economy and business needs, and which can be used to join up action and funding locally, whilst also setting out clearly how nationally important sectors and firms will be supported. Midlands Engine is obviously part of this but our priority sectors and supply chains also reach elsewhere. Early conversations with our bordering LEPs are focussing on where there might be opportunities for jointly commissioned evidence. The Humber LEP is taking a similar approach to the GLLEP and focussing on evidence gathering prior to publication of the White Paper. The Greater Cambridge, Greater Peterborough LEP is in a slightly different position as it is in the middle of refreshing its SEP (the Board will recall that the GLLEP SEP was refreshed in Spring 2016) so they have a recently refreshed evidence base, but are not yet clear as to how their refreshed SEP will run alongside a LIS.
 - **Targeted approaches to business support:** Officials have been developing a new Growth Hub blueprint that will potentially make the case for further investment into Growth Hubs, with a particular emphasis on supporting businesses to innovate, export and grow. This is likely to include targeted support for high ambition, high growth and scale up businesses as well as leadership and management training for SMEs.

Next steps

8. We propose that the next couple of months should be used to scope and begin the process of fresh evidence gathering. We will then plan a strategy day in December, following the Autumn Budget, where the Board will have the opportunity to consider early findings and the direction set at national level through the Industrial Strategy White Paper.

Agri-Food Sector Plan Refresh

Following the Food Board held in March 2017, the Greater Lincolnshire LEP Agri-Food Sector Plan refresh has been completed, with six priority actions agreed for the period to 2020.

The LEP Board are asked to agree these actions:

- An active programme of investment to support the growth of the food sector, but where synergies with other LEP areas or nationally can be found should seek to play a leading role in programmes over a wider area.
- Work with education providers to develop a programme of integrated skills and innovation support to facilitate the development of more productive Agri-Food systems and champion a national centre for food chain automation based in Lincolnshire.
- Work with government to ensure that the food industry is supported to invest in the skills and automation needed to meet future challenges on labour supply and to create more productive, higher skilled, higher paid jobs to reduce the longer term need for migrant staff.
- Further develop our programmes to support food companies that wish to increase their exports, by working closely with our growth hub, DIT and the Great British Food Unit. Particular attention should be focused on increasing exports to growth markets outside the EU.
- Focus on developing clusters of food companies both within, and linked, to our three Food Enterprise Zones and use to attract further inward investment into the food sector and as hubs for business support services for the food chain.
- Work with partners to promote the need for continued investment in transport infrastructure to support the growth of the food chain, with a focus both on UK connectivity via the strategic road network and international markets via the Humber and other ports.

Sector Deals

Work on securing a Sector Deal for the Agri-Food Sector is ongoing with multiple bids currently being developed. The LEP is working closely with the University of Lincoln, which is directly involved in several bids, and has written to Ministers, endorsed by Food Board members, to stress why a Sector Deal is needed to support the food industry. A meeting was held in July to brief the DEFRA team working on labour supply issues, automation and sector deals, attended by Justin Brown (LCC), Professor Simon Pearson (University of Lincoln), Martin Collison (GLLEP) and Frank Jones (IMS Evolve).

Current bids in which Greater Lincolnshire is involved include:

- Industrial Digitalisation and Robotics (IDR) – led by Juergen Maier, Siemens, visited the National Centre for Food Manufacturing with Sir Mark Walport (Lincolnshire leading on the food strand)
- Robotics and Autonomous Systems (BAS) – Lincolnshire is leading on the food strand
- Advanced Agriculture – led by industry with Professor Simon Pearson linked to this bid
- Food – led by Innovate UK in which GLLEP/University of Lincoln are engaged

It is anticipated that announcements on the next round of sector deals will be made in the Autumn. Lincolnshire also continues to lead on the Future Food Processing theme in the Midlands Engine (ME) with a proposal submitted to the ME team for a £200m investment in the industry.

Meetings with New Anglia LEP

Ursula Lidbetter and Mark Tinsley met Doug Field, Chair Designate of New Anglia LEP, in July 2017 to discuss how the two LEPs can work together on food chain issues. This has been followed up with a meeting between Martin Collison (GLLEP) and Chris Starkie (CEO New Anglia). Chris and team will be visiting the National Centre for Food Manufacturing in October as they are keen to link to the work being conducted there on food chain efficiency and automation.

House of Commons Event – 1st November 2017

The next meeting of the LEP Food Board is being held in the House of Commons on the 1st November 2017, hosted by the Rt Hon John Hayes, MP. All Lincolnshire MPs, members of the Lords and senior officials are being invited so that the Board can discuss its development priorities directly with politicians and civil servants.

The Greater Lincolnshire Manufacturing board consists of representatives:

- 12 x Manufacturing businesses
- 4 x Business Support companies
- 2 x Public sector
- 1 x University

The inaugural meeting was held on July 6th, with 80% attendance. Following introductions, role explanation and Greater Lincolnshire LEP context presentation the main discussions were around current business support activity, skills needs and requirements and the proposed work plan going forward.

Current business support activity

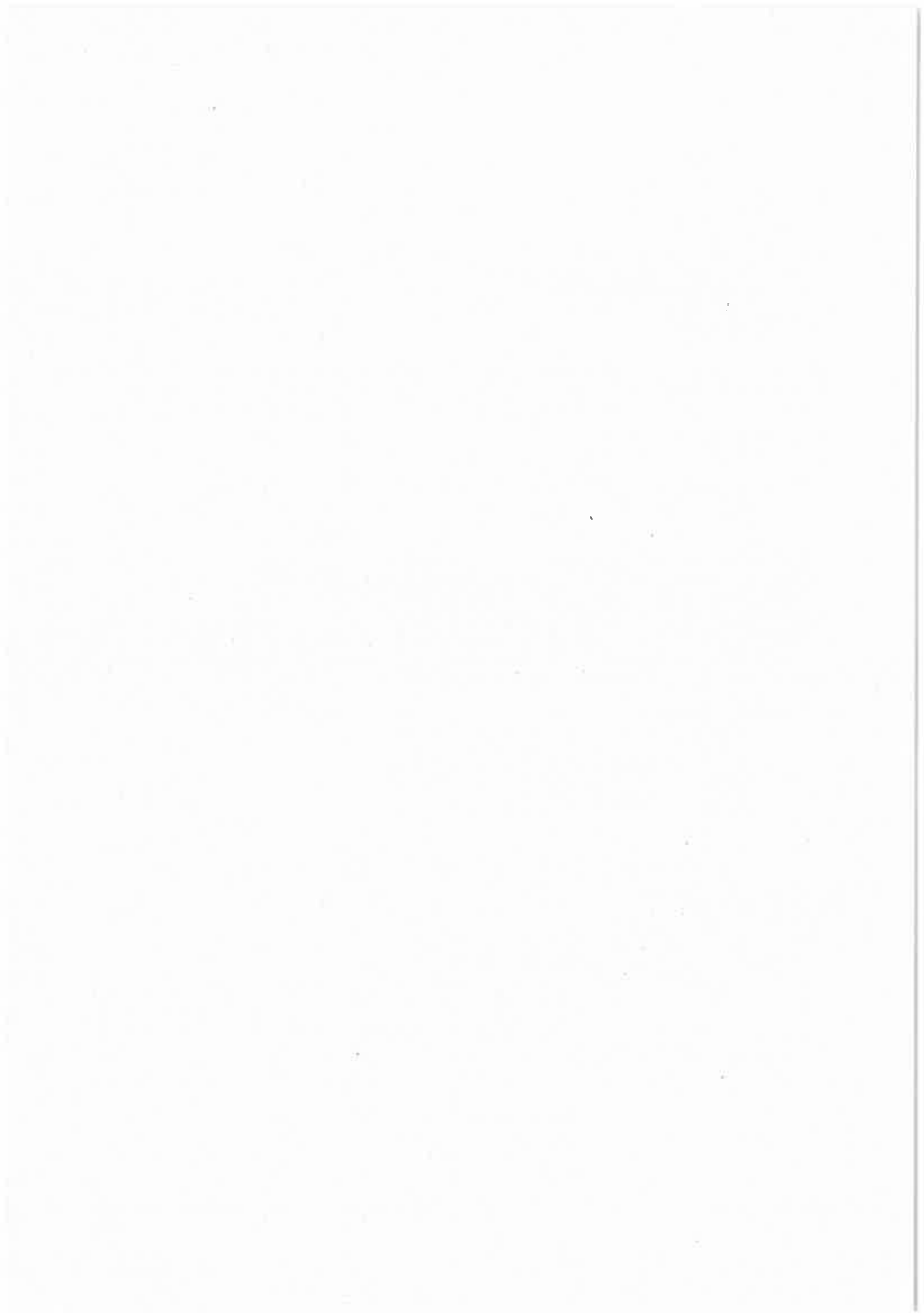
- Refresh the Manufacturing plan – support was given to a refresh and shrinking of the current Manufacturing plan 2014-2020 with concentrated effort on 5/6 priorities that the Greater Lincolnshire LEP/Growth Hub could achieve. *Further feedback has been requested from members.*
- The latest manufacturing business support document was distributed showing a significant number of fully funded and part funded financial schemes available. It was felt, because of the nature of manufacturing, supply chain complexity, employment significance, export opportunity etc, that particularly 'established' manufacturers needed more targeted support cf. general business advice. "Businesses don't know where to go" - a direct point of contact was needed. This is in light of closure of the dedicated national manufacturing support programme, and remaining business advisors 'generally' concentrating on their own specific support projects – and consequently their own targets thereof.
- Flagship events programme
 - Manufacturing in Action Conference – Sept 15th 2017
 - Manufacturing Sector funding event – Sept 27th 2017
 - Introduction to Intellectual property – 15th November 2017
 - Going Global – November 2017
 - Introduction to Industry 4.0 – February 2018
 - Manufacturing Talent and Skills – TBA
 - Workshops
 - Vision & Strategy/Lean awareness/Quality/Customer Service & Process mapping tba

Proposed work plan

- Actions to take place: -
 - Business support offers - ensuring they are fit or purpose.
 - Devise a post BREXIT manufacturing business support offer.
 - Work with Employment & Skills board to share fit for future skills requirements.
 - Work with GLLEP Food board to identify transfer opportunities

Date of next meeting

End of October/beginning November



The inaugural meeting of the GLLEP Visitor Economy Board took place in May, with the Board agreeing its priorities and work plan for the year. This was updated at the last meeting on the 13th September 2017.

Chris Baron chairs the Board on behalf of the LEP, with Mark Holingworth, Deputy Chair. The board's role is to oversee and co-ordinate the delivery of the recommendations within the Greater Lincolnshire Tourism Review and to boost the economic growth of the Visitor Economy by creating more appropriate, relevant support offers, and shape and influence future Visitor Economy products. The workplan for the year is to:

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

Current intelligence will 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. The latest research on visitors has been uploaded onto the GLLEP Website, and research on non visitors commissioned.

- **Development of a strategic investment plan for the Visitor Economy**

The development of a strategic investment plan for the VE for the Greater Lincolnshire area will allow coordination of development, planning around funding opportunities and form a pathway for the future direction of the VE. A draft Investment Plan template was circulated for partners to complete which will be collated into a coordinated plan for future Board meetings

- **Visitor Economy Conference**

A VE conference will be held in early 2018, funded via the Growth Hub program to showcase current / future investment plans for Greater Lincolnshire area and highlight funding sources / strategic business support that is available for VE businesses

- **Produce a place marketing toolkit**

The marketinglincolnshire.com toolkit will be launched on 20th October at LEP Business Live. A small group of Visitor economy business will be asked to join a group to shape development for Visitor Economy businesses.

- **Hotels Study**

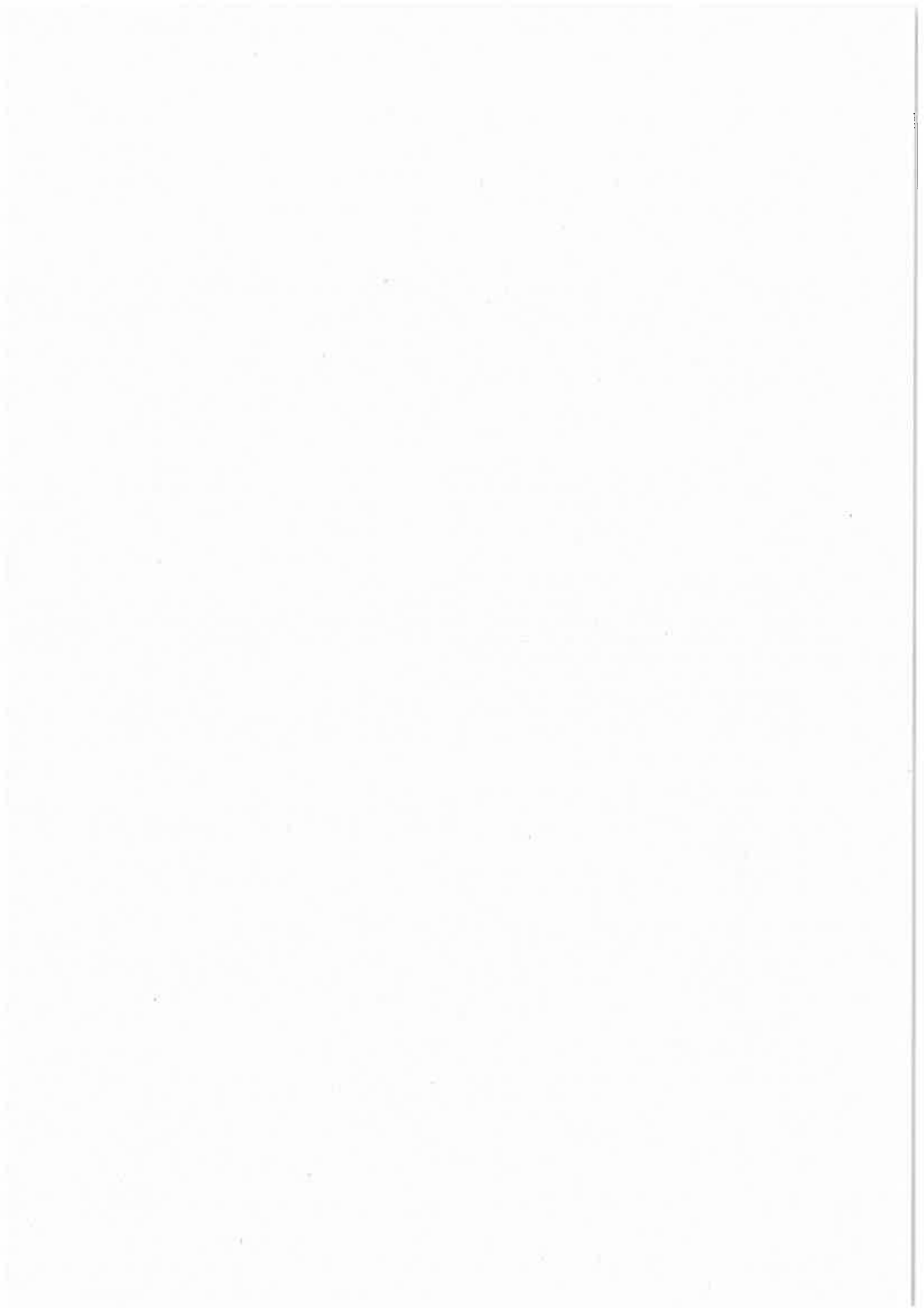
A hotel study has been commissioned through the LEP and other local partners, this will be presented at the January Visitor Economy Board meeting and the LEP Board meeting.

- **Maximise the opportunities offered by the Mayflower 400 & lessons from Hull 2017– ongoing**

Whilst discussions have taken place with Mayflower 400 a more proactive approach is needed by the Greater Lincolnshire on who is going to lead on external works and capitalise on the opportunities. Lincoln University continues to provide updates on this work and a meeting is going to take place with the Greater Lincolnshire about how we can be involved in the opportunities.

- **Identify a branding hierarchy for Lincolnshire – On hold**

There are numerous "Visit Lincolnshire" brands (e.g. visitlincolnshire.com, Discover North East Lincolnshire, The Wolds etc.) The recommendation was that any place marketing strategy at a greater Lincolnshire level 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 work has been put on hold, with resources and efforts concentrating on producing and building a strong understanding of our visitors and non-visitors.



Recommendation: The LEP board supports the expansion of Team Lincolnshire by committing the following resources from core funding subject to annual funding confirmation.

Year 1 2017-2018 – £17,500

Year 2 2018-2019 - £15,000

Year 3 2019-202 - £10,000

Background

Team Lincolnshire represents the private and public sector within Lincolnshire working together from the property and construction industry to attend MIPIM and MIPIM UK. It has been established for this purpose for 4 years, and each year raises substantial sponsorship that enables the Greater Lincolnshire LEP, LCC and other partners to attend sell, and represent Greater Lincolnshire. The private sector sponsorship is circa £35,000 for MIPIM.

There is an increasing need for something more that creates a team of like-minded individuals and businesses who are passionate about promoting Lincolnshire over a longer time period within different sectors. There is also a need to co-ordinate existing activity and with reducing budgets to maximise the impact, and fill the gaps in terms of investing, working and living in Lincolnshire.

An enhanced Team Lincolnshire can play a role in achieving economic growth in Lincolnshire.

Objectives

- Strengthen and enhance the "Team Lincolnshire" approach by building on success. Team Lincolnshire should do three things:
 - Inform – we share information and facilitate collaboration between private sector businesses and public sector organisations, across Greater Lincolnshire.
 - Inspire – we inspire the next generation of entrepreneurs and encourage existing businesses to grow and prosper.
 - Invest – we encourage and support UK and international organisations to invest and locate in Greater Lincolnshire.

Team Lincolnshire

- Extend the partnership from the property and construction sectors to other sectors across Lincolnshire, intermediaries, manufacturing, food etc
- Expand the purpose of Team Lincolnshire from attending MIPIM to a wider ambassador programme for Lincolnshire
- Establish a programme for place marketing in the longer term
- Expand the concept of a one-off event sponsorship to an ongoing subscription to Team Lincolnshire.

Team Lincolnshire members will need to have a base or operate in Greater Lincolnshire. Initially offer an

overarching package to all sectors, but the MIPIM packages still remain for those in the property and construction industry.

Team Lincolnshire benefits

- Being part of a team of like-minded individuals and organisations passionate about promoting Greater Lincolnshire for the benefit of all
- The opportunity to attend a number of events every year, the majority of which are free and then priority for sponsorship opportunities at other events eg Belton
- An annual Lincolnshire in London event
- A page on our website to profile your business
- The opportunity to build new relationships at a senior level to secure new business and to share you news through our website, social media channels, media relationships and Team Lincolnshire newsletter
- Early and unique access to information about Greater Lincolnshire
- Part of a voice with the ability to lobby, promote and turn visions into reality eg Ministerial visits
- Logo on all relevant materials
- Access to a toolkit of materials (ie brochures, photos, stories, pop-up banners)
- Communication opportunities , ie editorial and profiling in newsletters
- MIPIM UK and MIPIM packages available

Expected from partners

- To be ambassadors of Greater Lincolnshire and all that it offers
- To champion Greater Lincolnshire as a place to live, work and invest
- Through the place marketing work, help to spread the narrative
- Be willing to part of the PR/marketing campaign where relevant

Resources

Team Lincolnshire is a partnership between the private and public sector, and the intention is that the resources put in by partners reaches a similar level to the input by the public sector. Over the first couple of year, the public sector will invest in the partnership. We will therefore propose to charge a small fee to cover costs per annum. The fee will be between £200 and £500 per annum. Existing members of Team Lincolnshire who already sponsor MIPIM UK and MIPIM will have their fee of £500 waived.

Team Lincolnshire is delivered through a commission by Lincolnshire County Council, the intention is expand the existing investment brief. Sector targets for over the next 3 years will be Agri-food and Advanced Manufacturing plus intermediaries as well as building on the membership of the Property and Construction sector.

It is proposed that in the first year there would be a number of events/activities to promote Team Lincolnshire and its benefits to the sector targets as well as maintaining engagement with the Property and Construction sector. It is envisaged that these events will cost circa £25,000 per annum and will include a number of launch event in Lincolnshire as well as a flagship Lincolnshire in London event.

If the LEP board support the allocation of resources, Team Lincolnshire could be launched at the forthcoming LEP Business Live.

Budget

The below outlines projections for the next three years including 2017/18 and do not include MIPIM or MIPIM UK costings although they are both part of Team Lincolnshire activities.

Dates	Outgoings	Incomings
April 2017 to March 2018	Events - £25,000	LEP - £17,500

		LCC - £17,500
	Communications - £10,000	£5,000 target income from members
	Total £35,000	Total £35,000
April 2018 to March 2019	Events £25,000	LEP £15,000 LCC £15,000
	Communications £10,000	£10,000 target income from members
	Total £40,000	Total £40,000
April 2019 to March 2020	Events £25,000	LEP £10,000 LCC £10,000
	Communications £15,000	£20,000 target income from members
	Total £40,000	Total £40,000
Grand Total £115,000		Grand Total £115,000

Risks and subsequent outcomes

Risks	Outcomes
Not securing funds	Not progressing with this important piece of work will mean Greater Lincolnshire will continue to under sell itself and will fall behind other areas in terms of investment, funding and incoming skills.
Relying on growing organically	Not securing enough funds to maintain sustainability will mean the project will stop when the funds run out.
Negative comments from stakeholders	A lack of buy-in from important stakeholders could create a barrier to growing the partnership and therefore to not securing enough funding.

Introduction & Purpose of Report

As Board members will be aware, the Government introduced significant changes to the funding of and arrangements for the delivery of apprenticeship training in England, with a new system of standards and the application of the Levy as a charge on the payroll of large companies. We are now six months into these new arrangements and the pattern of delivery demand as well as the administration arrangements are starting to settle down, providing an opportunity to review what is happening locally and determine how these arrangements can help the Greater Lincolnshire LEP deliver against the priorities of the SEP.

This paper isn't intended to be comprehensive review of skills provision in Lincolnshire (there is an item elsewhere on today's agenda that touches on this) nor is it encompassing the whole range of apprenticeship programmes available. The primary focus is on the delivery of Higher and Degree level Apprenticeships, although, for the purpose of context, there is some reference to Higher Apprenticeships and how Higher Education is engaging with FE to provide pathways for employers and employees.

This paper has a broad overview of the new apprenticeship arrangements, the current position in terms of the Standards for Degree (Level 6) and above programmes and how links with Further Education are being developed. The paper will then go on to outline what is being developed here in Lincolnshire through the University, how Degree Apprenticeships fit with the priorities for both skills and economic growth as set out in the SEP, and the challenges that Greater Lincolnshire faces in the coming years, before posing some thoughts and possible recommendations about what we might need to do to maximise the benefit of the system in the achievement of the GLLEPs objectives.

The new Apprenticeship Framework

The changes to the structure, financing and delivery of Apprenticeships in England have to be seen in the context of the Government's wider economic and social policy framework. Although the proposals emerged separately, the relationship with the objectives of the Industrial Strategy in the context of the Governments' wider economic agenda of increasing productivity and employment, boosting economic growth as well as the social policy objectives of widening participation and advancing social mobility. There is recognition that there has been a long-standing underinvestment in skills and training, with multiple providers, a huge range of programmes and frameworks with little support for some employers, particularly smaller ones, to access the training they need.

Obviously there are exceptions to this with some businesses and sectors having a strong record of skills investment but most economists have identified poor skills and training co-ordination as one of the key factors that has affected growth in the UK and the reforms implemented by the Government are intended to provide a coherent response to this. This national challenge is reflected in the position in Greater Lincolnshire, addressed in a later part of this report. Although these will be largely already known here is a brief overview the key points of the new Apprenticeship Framework:

- The introduction of a payroll levy on large employers, defined as those with a total payroll of employees engaged in England of more than £3m pa. The levy is 0.5% of that payroll and the deduction is held in an electronic account for the employer to use to pay for apprenticeship costs (the cost of training only, not wages or ancillary expenses). The Levy is expected to raise £2-3bn;
- Non-levy paying businesses to be able to access funding from the Levy pool on a 90:10 co-funding basis to access the same apprenticeship programmes;
- Creation of new tri-partite relationships between employers, providers and employees as students;
- The establishment of an agreed set of Standards that set out the learning objectives for each

Apprenticeship, developed in conjunction with employers, and intended to simplify the plethora of different courses/syllabuses that previously existed. Key to these has been their development through 'trailblazer' groups involving providers and employers with the intention of ensuring 'employer-led design' of programmes. This approach to co-design of training is already resulting in training and development being more firmly rooted in business needs & 'recasts employers as the purchasers of [higher education]';

- The establishment of a Register of Approved Training Providers from which employers can select on the basis that they can be assured that those providers have met a required minimum standard determined by the Education & Skills Funding Agency (ESFA);
- Levy payers are entitled to select any provider they wish, subject only to whatever procurement arrangements they normally apply. Non-levy payers can only select providers that have secured a contract through the ESFA for that provision (this process is currently on-going);
- Clarity on the rules governing the way in which apprentices are to be allowed time to study, the guarantee of 20% off the job training time, etc.;

Fundamental to these new arrangements is the objective of addressing the perceived divide between vocational & technical education & training on the one hand and academic or professional development, that has in turn exacerbated the problems of social mobility by limiting progression from some 'non-academic' qualifications to Higher and Degree level courses. The drawing together of all of these programmes into a single Apprenticeship Framework, from Level 1 to Level 8 is intended to provide coherence and establish the principle of a parity of status in terms of the importance of training and education and is intended to eliminate the differentiation between academic & vocational training. Similarly, the new arrangements are designed to cover both the employment of new workers, 18-year old school leavers as well as the upskilling and development of existing employees within the context of a skills strategy for any individual employer.

Employer-sponsored learning at this higher level is not a new concept and there have been opportunities for employees to gain L6 and higher qualifications whilst in work. However the apprenticeship framework does encourage and enable employers to think about the skill levels of their workforce and provide for higher education, especially for older members of the workforce who may not have had the chance to study to this level previously and for whom the combination of work and study is more appropriate.

The position in Greater Lincolnshire

The LEP has previously considered a number of issues around skills and development of the Lincolnshire workforce, led by the Employment and Skills Board, through the review of the SEP and more recently in the response to the Industrial Strategy. There is a recognition that the changing nature of work, greater automation, demographic change and the challenges/opportunities created by Brexit will require a workforce that is more adaptable, capable of responding to these new circumstances. This is not a problem unique to Greater Lincolnshire, many reports have identified the potential impact of technological change and the need to future-proof the workforce; for example the IPPR Future Proofed Report states '...significant changes in the tasks we undertake with a greater emphasis on problem-solving, creative work & interpersonal skills over routine and manual tasks'. Similarly the OECD highlights the need to create structures that will enable workers to move from 'lagging industries' to more advanced employment over time.

In that context the current position in Greater Lincolnshire identifies the challenge we face. Despite having better than the national average performance at GCSE, we know that overall the Greater Lincolnshire workforce as a whole is less qualified & prepared for the jobs that the local economy will face in the future. Added to that is the challenge created by an aging workforce and the estimated requirement to fill 200,000 vacancies that will arise leading up to 2022. In the light of the existing challenge local employers face in recruiting to senior/managerial/technical/professional posts the need to secure pathways that will provide for progression to higher level skills and qualifications is an essential requirement to deliver the LEP's objectives.

Challenges and Opportunities for Greater Lincolnshire

The GLLEP is aware at a broad level of the challenges of skills shortages and future needs but, as highlighted in the response to the Industrial Strategy, 'it is often the case that employers struggle to think beyond current vacancies when asked about their skills needs' and this may be particularly the case with SMEs that are an important & significant element of the local economy. Not all employers recognise the distinction between Further & Higher Education and so may not fully appreciate the opportunities that now exist at L6 and above through the apprenticeship framework, nor how those may help with their skills requirements in the future.

For SME's there are additional challenges in their access to the Levy fund, the complexity of the administrative processes, accessing training and the affordability of releasing employees for the 20% guaranteed study time. It will be crucial that providers identify flexible approaches to provision, using different modes of delivery to maximise the opportunities in this particular sector.

Allied to this is the need for FE & HE to work together to create clear pathways for employers and employees, encouraging progression through all levels appropriate to the needs of the employees and the business concerned. This will require development of programmes that map learning at lower levels to the requirements of L6 and above and also offers assistance to employers in smoothing out the administrative challenges of the system.

The development of Degree Apprenticeships does also offer some opportunities for the GLLEP and business to work with providers to build on the pre-existing relationships and ensure that locally designed solutions are created that address local priorities. In the box below there is a summary of the programmes the University of Lincoln are delivering now, in partnership with local employers, as an example of this. In the near future Masters and then PhD level programmes will emerge that can offer routes into higher level qualifications, potentially tied to the R&D needs of business and the local economy, focussed on priority sectors.

Evidence from some of the early implementers of Degree Apprenticeships has identified specific benefits from business; a study of programmes delivered in Manchester reported the value of learning programmes tailored closely to business need through direct employer input into the curriculum, the immediate application of knowledge and skills in the workplace and higher levels of staff retention. Employers and providers need to ensure a holistic approach that ties together student placements, graduate recruitment and Degree Apprenticeships into a single approach, recognising the potential value of each as well as opportunities for cross-over.

Challenges

- ***Do employers have a clear sense of their skills needs in the medium & long-term and do we have a complete picture of the requirements for higher level qualifications across GLLEP area?***
- ***What barriers exist, particularly for SMEs, both in terms of being able to use the levy, access local providers and afford the commitment to training?***
- ***How do we engage with employers to help them to identify their skills needs and make sure they are aware of local availability?***
- ***Ensuring local pathways exist – although this paper refers to L6 and above, the University & other HEIs need to ensure a partnership approach with FE to ensure there are clear routes for employers and employees to progress – also smoothing the administrative complexity of the system***

Opportunities

- ***There are pre-existing working relationships between providers and employers leading to locally designed solutions, including looking at different modes of delivery (e.g. work-based distance learning, day/block release) that support business requirements***
- ***Masters and PhD programmes will emerge, that can be linked to R&D requirements for the GL economy***
- ***DA provision can be linked with graduate recruitment/placements so that an holistic approach to the provision of employees with higher level skills***
- ***Encouraging employers to think about supporting employees to gain L6-L8 qualifications can be a recruitment incentive that may help with overcoming some of the current barriers we***

have (UVAC report)

The University of Lincoln has responded to the advent of Degree (and Higher) Level Apprenticeships with a number of programmes, developed with employers, matched to the standards published by the ESFA. These include:

Chartered Manager DA with students from Lincolnshire Co-Op & G4S with a L7 Masters Management degree standard due to be launched in October

Nursing Associate (L5) in conjunction with the NHS as well as private health & social care providers with the Nursing Degree standard due for approval in late 2017

Manufacturing and Electrical Engineering DAs with Siemens, Schneider's as well as ongoing discussions with other engineering businesses in the GL area

Food Manufacturing and Chartered Management DA for the food sector with Bakkavor, Tulip, Moy Park, ABP Food & others

Over the next 12 months 150-200 students will be studying on Degree Apprenticeships with the University, with each programme developed in partnership with the employer & designed to support the medium & long-term requirements of the business. The University is also developing partnerships with North Lindsey College and Grantham College to identify pathways for employers and their workforce, delivering L1-4/5 in the Colleges with opportunities to move onto L⁶ and above Degree Apprenticeships through the University.

Conclusions & Recommendation

The introduction of the Apprenticeship Framework represents a major shift in the approach of central government to the training and development of the workforce moving forward. Whilst traditionally 'apprenticeships' have been associated with craft & vocational skills, the extension of this approach to include higher level, degree and professional qualifications, within an agreed set of learning standards and with a single mechanism for resourcing the training, is a clear statement of intent. Combined with the objectives of the Industrial Strategy, there is a concerted policy objective to find ways of securing the skills the workforce will need as technological developments and other pressures bring about the need for change.

In the Greater Lincolnshire LEP area we have many of the pieces in place that will help us to maximise the benefits but there are still a number of steps we need to take to ensure that businesses in the area are able to engage with and benefit from the opportunities. Our response to the Industrial Strategy identified that we have an understanding of the broad priorities in terms skills gaps at the senior levels but there is clearly further work to be done, through the Specialist Skills Advisers, to ensure businesses are aware of the opportunities and secure their engagement. Both HE and FE need to work together to develop pathways and programmes that meet the emerging requirements of business and ensure that delivery is designed to enable all businesses, but especially SMEs, maximise their use of the Levy.

The GLLEP Board is asked to discuss and note the report.

Summary

This report is an update on the position in respect of the 3 rail franchises which provide services across Lincolnshire. In particular, it outlines the consultation currently being carried out by the Department for Transport for the re-letting of East Midlands rail franchises.

The LEP Board are asked to delegate the sign-off of the consultation response to Richard Wills, transport Lead.

Background

East Coast Main Line Franchise

- 1.1 The East Coast Main Line franchise awarded to Virgin Trains East Coast (VTEC) commenced in May 2015. This includes proposals for a new direct Lincoln-London service with 7 trains London-Lincoln and 6 trains Lincoln-London on weekdays (current just one in each direction) and 5 each way at weekends. It is due to commence in May 2019 using the new bi-mode Azuma trains currently being assembled at Newton Aycliffe in County Durham.
- 1.2 At recent meetings with Virgin Trains East Coast, they have confirmed that they are currently still on track to begin running the new services in May 2019. Work is ongoing to develop a final timetable which will be the subject of consultation nearer the time. VTEC are also keen to work with local stakeholders to promote the services and ensure that they are a success.

Northern Franchise

- 1.3 The new Northern franchise was awarded to Arriva Northern and commenced in April 2016. Services covered in Lincolnshire are the Lincoln- Sheffield route and the Sheffield-Grimsby/Cleethorpes service running on a Saturday only (3 trains in each direction) along the Brigg line.
- 1.4 A vastly improved Sunday service will begin operating on the Lincoln – Sheffield line from December 2017, with the number of trains in each direction rising from the current 4 in each direction to 13 Lincoln-Sheffield and 14 Sheffield-Lincoln. Currently it is not possible to get into Lincoln from Sheffield until 14:54 and into Sheffield from Lincoln until 15:15, but this will improve to 09:54 and 11:25 respectively.
- 1.5 It had been expected that the journey time between Lincoln and Sheffield would also be reduced (by around 10 minutes) in the December 2017 timetable. However, delays to electrification works elsewhere in the Northern area have meant that the cascade down of the necessary rolling stock to enable this has been delay. This is now expected to happen in May 2018.
- 1.6 In addition, the franchise will see the introduction of direct Lincoln-Sheffield-Leeds services, possibly in May 2018. These will ultimately be incorporated into the proposed 'Northern Connect' inter-urban services due to be launched in December 2019 using brand new trains to replace the ageing Pacer units.

East Midlands Franchise

- 1.7 The East Midlands rail franchise covers the majority of local rail services across Lincolnshire and is currently operated by East Midlands Trains. Renewal of the franchise has been delayed several times but DfT finally commenced a consultation on 20th July 2017, with a deadline for responses of 11th October 2017. The new East Midlands franchise is now due to commence in August 2019 for a period of 7 to 15 years.
- 1.8 At an early stage, it was agreed by East Midlands Councils' (EMC) Executive Board that maximum influence could be achieved by working together to present a united "ask" for rail improvements across the region. Consequently, a rail consultant engaged by EMC has worked alongside the DfT's franchise team as the work to date has progressed. This has enabled authorities to already feed into a series of evidence reports and other detailed information provided to DfT regarding the shortcomings of current services, rolling stock and stations, and to set out where improvements are desirable.
- 1.10 The DfT consultation comprises some 30 questions, with some being very general whilst others are location specific. Full details can be found at: <https://www.gov.uk/government/consultations/future-of-east-midlands-rail-franchise> .
- 1.11 EMC have prepared a short "model response" to the consultation (attached at Appendix A) and are encouraging others across the region to use this as starting point for their own responses. They have also prepared their own fuller response to be submitted to DfT which currently runs to some 60 pages.
- 1.12 The pattern of current rail service across Lincolnshire has developed ad-hoc over many years and has been constrained by external issues, such as the lack of rolling stock nationally. Whilst some improvements have been secured (for example, additional stops at Hykeham station and new Sunday services on both the Nottingham-Lincoln and Grantham-Nottingham lines, the re-franchising process provides the opportunity for a fundamental review with the aim of securing improvements across the county.
- 1.13 In summary, the "ask" for Lincolnshire is as follows:

Frequency: Increased service frequency aspirations

- Lincoln to Nottingham/Leicester from 1 train per hour increase to 2 trains per hour. Aspiration for re-introduction of Lincoln to Birmingham direct services.
- Lincoln to Doncaster from 5 trains per day in each direction increased to hourly service.
- Grimsby to Lincoln/Newark North Gate from 8/7 trains per day increased to hourly service.
- Nottingham to Skegness improved seasonal capacity provision required
- Enhanced earlier and later train provision all routes
- Enhanced/new Sunday service all routes

Connectivity

Improved timetable connectivity across the network, in particular:

- at key stations on the East Coast Main Line (Peterborough, Grantham, Newark Northgate and Doncaster) to integrate with longer distance services
- at Lincoln and Sleaford to provide improved interchange between services

Capacity

- additional rolling stock to allow service strengthening or additional services is desperately needed to resolve current overcrowding and cater for future growth, in particular:
 - on the Nottingham – Skegness route during peak holiday periods when there is severe overcrowding, and
 - on several local services (particularly those operating as a single carriage) where there is overcrowding at peak times

Quality

- new/refurbished rolling stock meet the necessary DDA requirements to improve journey experience for all passengers, including the provision of free wifi and charging points

Accessibility

- a programme of station improvements to improve station accessibility and facilities, including:
 - additional help points and timetable information
 - the resolution of platform access issues such as those at Spalding, Sleaford and Stamford
 - a review of station staffing levels

- 1.14 The DfT consultation document contains a specific question regard level crossing closures in Lincolnshire as follows:

"The option of increasing the frequency of train services in Lincolnshire is being considered. As a consequence level crossing barriers will be down more frequently, especially those in Lincoln city centre.

Do you support increasing the frequency of train services in Lincolnshire despite the impact this may have on level crossing users?"

It is not clear why Lincoln has been singled out in respect of this issue since there are other level crossings across the East Midlands (including for example Spalding and Sleaford in Lincolnshire) which may be affected. This is highlighted in the proposed EMC response. Inevitably, this is a question of weighing up the economic and social benefits that improved rail services bring to local communities against the additional delays to road users due to increased crossing closure times. A possible response would to recognise the issue and state that should additional services be provided as hoped, then the authority would expect to work closely with other partners including DfT, Network Rail and the train operators to look for opportunities to mitigate the increase in delays to road users such as through improvements to signalling infrastructure and co-ordination of train arrivals at crossings. The example of the various improvements carried out in Lincoln (the East-West Link and new footbridge) can be used as an example of good joint working.

- 1.15 The lep response will take its starting point the draft EMC and Lincolnshire County Council response and enhance this to reflect Greater Lincolnshire and give more specific focus the need for rail enhancement across Lincolnshire in line with our published rail strategy. A final response will be agreed with the lead on transport, Richard Wills before submission to DfT.

- 1.16 The DfT are due to confirm the shortlist of prospective bidders in the Autumn. This will provide another opportunity to meet with the shortlisted bidders and lobby for the improvements sought. The DfT timetable for the delivery of the new franchise is:

- Invitation to Tender - April 2018
- Award of Contract - April 2019
- Start of Franchise - August 2019

Conclusion

The re-letting of the East Midlands rail franchise is an important opportunity to lobby for improvements to local and regional services. The LEP's response to the DfT consultation will press for the enhancements highlighted in this paper.

