

LEP DIRECTORS BOARD

Wednesday, 30th September at 3.00pm

Via MS Teams

Paper 0 - Greater Lincolnshire LEP Board Agenda

Time	Item	Lead	Status
3.00	1 Welcome, Apologies, Declarations of Interest 1.0 FOR APPROVAL - LEP Board Minutes - 24/07/2020 1.1 FOR DISCUSSION -Investment Board Minutes - 05/08/20 1.2 FOR INFO - Review of Actions	Chair	Attached and Website
	2 FOR INFO - Chairs Report 2.1 CX's Report	Chair	Verbal Attached
Strategy			
3.15	3.1 FOR DISCUSSION - GL Covid Intelligence	James Baty	Confidential
	3.2 FOR DECISION - Economic Recovery Plan	Alex Gardiner	Attached
	3.3 FOR INFO - GL LEP CSR submission	Ruth Carver	Attached
	3.4 FOR INFO - Freeports	Ruth Carver	Attached
Delivery			
16.00	4 FOR DISCUSSION AND ENDORSEMENT: Team Lincolnshire Business Plan	Nick Worboys and Karen Seal and Samantha Harrison	Attached paper and confidential presentation to Board.
16.30	5 FOR DECISION- Representation : Centre for Ageing Better	Ruth Carver	Website
16.45	6 FOR INFO - Forward Plan	Ruth Carver	Website
	7 AOB	Chair	

This is a monthly board meeting of the LEP Board, with full performance information being undertaken at the November meeting for quarter 2.

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

Attendees:

Pat Doody - Chair, Cllr Philip Jackson - Vice Chair (NELC), Sarah Louise Fairburn - Vice Chair (L J Fairburn & Sons Ltd), Cllr Colin Davie (LCC), Cllr Oliver Hemsley (RCC), Cllr Ric Metcalfe (CoL), Cllr Rob Waltham (NLC), Alric Blake (AllTech), Dean Fathers (Health), Gary Headland (Lincoln College), Suraya Marshall (RAF Cranwell), Zoe King (Epix Media), Yvonne Adam (Youngs Seafood); Nick Worboys (Longhurst)

Tentative: Cllr Craig Leyland (ELDC), Alison Ballard (BAE Systems),
Apologies: Debbie Barnes (Andy Gutherson)

Observers: Pete Holmes (BEIS), Clive Tritton, Andrew Crookham (Accountable Body and S151 Officer)

Tentative: Simon Green (NLC)

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

For Agenda items: Karen Seal, LCC, Samantha Harrison, LCC, James Baty LEP and Alex Gardiner Metro Dynamics



Greater Lincolnshire LEP Board

24th July 2020

Via MS Teams

Draft Minutes

Present: Board Directors:

Pat Doody (Chair, Chair of ESAP), Cllr Philip Jackson (NELC & Public Sector Vice Chair), Sarah Louise Fairburn (L J Fairburn & Sons Ltd, Private Sector Vice Chair & Food Board Chair), Cllr Colin Davie (LCC), Cllr Rob Waltham (NLC), Cllr Oliver Hemsley (Rutland CC), Dean Fathers (Health & Diversity Champion), Gary Headland (Lincs College, Chamber & EM IoD), Yvonne Adam (Youngs Seafood), Alison Ballard (BAE Systems), Zoe King (Epix Media & Digital Lead & SME Champion), Alric Blake (Alltech), Nick Worboys (Longhurst), Debbie Barnes (LCC)

Observers: Pete Holmes (BEIS CLG), Jo Dexter (BEIS CLG), Clive Tritton (NELC), Natalie Poole (GLLEP), Jo Dexter (BEIS)

LEP Executive: Ruth Carver (CX GLLEP), Clare Hughes (GLLEP), Halina Davies (GLLEP), James Baty (GLLEP), Kate Storey (GLLEP), Sue Groves (GLLEP)

For agenda item 9: Andy Orrey (Finance & Audit Committee Chair)

Apologies and Declarations of Interest - Apologies were noted from Stephen Fidler, Chris Baron Cllr Craig Leyland, Cllr Ric Metcalfe, Prof Mary Stuart, Suraya Marshall.

Cllr Davie and Sarah-Louise Fairburn declared an interest in Holbeach FEZ in Paper 6, Gary Headland declared an interest in paper 6 and the skills recommendations.

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

Introductions - Natalie Poole was invited to introduce herself. Natalie has been recruited as the Skills Delivery Manager and supports Clare Hughes, with the Enterprise Adviser Network and other skills delivery programmes in the LEP Team. Attending as an observer

Minutes & Matters Arising (Paper 1)

The minutes from the Board meeting held on 10th June 2020 were accepted as a true record.

Matters Arising :

- Letter from MPs regarding investment in Broadband and changes to the rules - letter has been sent to Secretary of State and Minister for Culture, Media and Sport. Along with the Chair, 4 Greater Lincolnshire MPs also signed. Debbie Barnes clarified the recent statement from the PM on Lincolnshire broadband.
- Top 100 Businesses list, this is in the process of being completed and RC will take this forward, the list being split into the various sectors, appointments to be sent to engage with businesses and Board Directors will be included.
- Defence Sector Board - this is to be taken forward, waiting for responses from the private sector for nominations.
- GH gave an update on the recent speech By Dfe Sos and the promise of a white paper on the future direction of FE- GLLEP level of support on AoC's report had been sent to Secretary of State regarding the impact of Covid-19 on FE and HE and the lack of funding over the last decade. -

Actions

- ❖ Circulate Annual Delivery Plan Board Directors for comments.
- ❖ Circulate letter from MPs regarding rural Broadband, once approved, to Board Directors for information.
- ❖ Top 100 businesses list, appointments to be sent to engage with larger businesses and Board Directors to host/support these meetings.

- ❖ Complete Defence Sector Board

Decision Log (Paper 1.1) and Actions Log (Paper 1.

No comments were made

LEP Chair's Report (Item 2 - Verbal)

- Greater Lincolnshire MP Engagement with monthly roundtables to discuss their priorities for the whole area, ie, Broadband, Freeports, Apprenticeships.
- Had one to one meetings with Karl McCartney, Gareth Davies, Caroline Johnson, Matt Warman, Lia Nici, Sir John Hayes and arrangements are being made to have meetings with Holly Mumby-Croft, Sir Edward Leigh, Alicia Kearns and Martin Vickers, these are to discuss their priorities for their constituency areas and the projects that have been funded.

Action

- ❖ Invite Board Director to attend the individual meetings with the MP they have been allocated.
- ❖ Circulate MP engagement plan.

LEP Board Governance (Paper 3)

Board Directors will be aware of our targets for Board membership, namely 50% of the Board to be female by 2023, and a 1/3 Public 2/3 Private membership by March 2020, and lastly the board to reflect the communities it covers. The 9 Strategic Advisory Boards also need looking at.

Three Board Directors are due to step down or be reviewed in September 2020, namely Chris Baron, who also chairs the Visitor Economy Board; Professor Mary Stuart, who represents education on the board, and also chairs the Innovation Council, and the Business Lincolnshire Growth Hub Board, and Cllr Ric Metcalfe, who was a direct appointment for the public sector in 2018. Both Chris and Mary have been on the LEP board since it began in 2011, and therefore it is proposed that recruitment begins over the summer to replace them. It was noted that co-opted Directors could apply for these roles, Nominations welcomed by Board Directors.

Discussion took place and the following comments were made:

- Following intelligence gathering by DF, he suggested that a Vice Chair be recruited to the Health & Care Enterprise Committees and ask whether other Strategic Advisory Committees had also done the same for succession planning.
- RC informed the Board that there is currently an advertisement for the recruitment for both a new Board Director and a Chair of the Employment and Skills Board was launched earlier in July, with a closing date of the end of July 2020. Any private sector nominations would be welcomed. PD suggested that it would be helpful to recruit from the northern area of GLLEP.
- Each of the chairs and or vice chairs of SAB's to join the LEP Board at least once a year

Actions

- ❖ DF to update the Board on the diversity and equality at the September meeting.

Decisions

- ❖ Report on progress on board membership noted
- ❖ Chairs/vice chairs of Strategic Advisory Boards to be invited to attend future Board meetings - Forward Plan.

Transition Board (Item 4)

Draft Terms of Reference for Greater Lincolnshire LEP and Humber LEP Transition Sub Group previously circulated, which will advise both the Greater Lincolnshire LEP and Humber LEP boards in a transition period that will lead to agreement on the nature and level of strategic collaboration and delivery between the current Humber LEP and Greater Lincolnshire LEPs and would be held quarterly.

Discussion took place and the following comments were made:

- Much stronger collaboration with Humber LEP needed.
- Need for an effective and timely transition of all appropriate strategies and delivery programmes by an agreed deadline by partners, thus aiming for the end of the financial year end of March 2021 to enable funding to be available for Greater Lincolnshire from the 1st April.
- Collaboration should continue with Humber regarding the estuary, Freeports and low carbon projects.
- Any transition arrangements should include discussions with business around the Humber who need to feel that they are more involved.

Actions

- ❖ North Lincolnshire, North East Lincolnshire to supply key stakeholders so that the LEP can engage with them -CJ
- ❖ Nominations for the Operational Transition Sub Group to be sent to CX -ALL

Impact of Covid on Employment (Paper 5 - Clare Hughes)

Unemployment has increased, almost double from this time last year, due to the pandemic, with universal credit claims rising sharply, but the full impact has been significantly mitigated by the Government's furlough scheme, help for the self-employed and other measures. The impact is unknown and a spike in unemployment is expected August to October when some of the schemes close. Expecting 10% to 15% unemployment this year and next year. Treasury would like to see apprenticeships grow to higher levels prior to Covid and the LEP needs to help businesses understand the information provided.

The Chancellor announced a number of schemes going forward:

- **Supporting Jobs and Work**
- **Creating Jobs**
- **Protecting Jobs:**

Discussion took place with the following comments:

- Should support young people and suggested that the LEP engages with the Princes Trust.
- People who have been made redundant should have access to train to be self-employed.
- Clarification on given on Careers Fairs, these have been run virtually by the National Careers Service, Lincoln College, DWP, but more capacity is needed. Looking for a larger platform to enable more people to attend.

Decisions

- ❖ LEP Board approved the paper and agreed the following new actions:

Apprenticeships

- Continue working with DfE on their new package of support for any redundant apprentices, by making sure that it aligns with other local support.
- Bring together our Growth Hub Advisers, our Local Authorities ED officers, FSB, Chamber and other partners in local webinars with DfE so they can access the latest information about Incentives that are due to start on 1st August and continue to promote widely.
- Arrange a series of webinars (through our growth hub) for employers who want to know more about the new incentives, but also for those employers who have never had an apprentice in the past and are still not clear how to go about getting one.

- Given that this is also a large priority for us we will look for ways to sensitively collate real-time intelligence about the continuing impact on apprentices, and on the education and training sector locally - esap working group.

Redundancy. Ensure that we, and others, are signposting accurately to the programmes that are in place or being developed, through our website, and webinar programmes, so that employers have access to support at the earliest point. DWP/LEP

Greater Lincolnshire Recruitment and Careers Fair Programme. Bring together organisations and people, Colleges, and Job Centre, local councils and employers, in a series of bespoke virtual Recruitment and Careers events. Additional budget approved of £20,000.

Ongoing gap Analysis and New Programmes -Work with DWP, Local Authorities, wider partners to explore and identify a way to monitor the impacts on employment in the coming months given the lack of access to real-time data. **Role of Business Intelligence unit**

European Funds. Continue to lobby for extensions to the existing programmes as shown in Appendix B. Explore how we can use the national ESF reserve to develop new programmes and meet gaps locally.

Simplifying. Develop the LEPs Employment and Skills section on the website so that it becomes a place for information and advice and signposting on the new skills recovery schemes, for our partners, for businesses, and for individuals. As the new schemes and rules are published, explain them in a jargon-free way.

Cllr Rob Waltham joined the meeting

Re-purposing funds for Recovery Post Covid-19 (confidential Paper 6 - Halina Davies)

This paper was discussed in conjunction with Paper 9.3 (Budget Review and Q1 Finance Position)

Paper 9.3 - Ruth Carver

The revised budget alignment was discussed and the revised budget approved for 2020/21 was approved. Within the paper an overview was given of lep finances, and therefore was paper 9.3 was discussed as background to item 6 .

Paper 6 - Halina Davies

Following discussion at the March 2020 Board meeting, the LEP was tasked to look at what resources could be diverted to Covid recovery actions, and going through all the funding streams to see where savings could be made, it has been identified that approximately £2.4m could be available but that some existing programmes and allocations would need to be reduced.

Cllr Davie and Sarah Louise Fairburn declared an interest in Holbeach FEZ and Gary Headland declared an interest in the skills recommendations.

The Board was presented with options for the utilisation of the LEP Funds for recovery activity, following the production of a short term recovery plan. The LEP Board was asked to discuss the proposed options and to consider Option C as the recommended proposal as demonstrated in the paper.

The LEP funds available for re-purposing, a total of £2.48m, are made up of unallocated elements of the Growing Places Fund, the Feasibility Fund and the Greater Lincolnshire Growth Fund. It is believed that the proposals help meet the priorities of the short term recovery plan around business support, workforce, sectors, intelligence and funding and the gaps identified would provide added value to national announcements made over recent months on job creation, culture, visitor economy and

digitalisation.

In terms of grants that are available, there are various local authority Covid response grants which are already being progressed, however, there is an end date which has been announced as the 28th August. There is also a Business Lincolnshire £4k digital grant for equipment to support home working implementation, an MVP grant of up to £2,500 for supporting Covid projects is also available and the new tourism kick-start ERDF grant being developed and the £28.5m Getting Building Fund, which has been attributed to the 4 projects and 2 programmes discussed at the last meeting and is being considered by the Secretary of State with a decision expected by the end of July.

Having looked at the Recovery Plan, working with partners, local authorities, to see what they are already funding, there are 5 areas where gaps have been identified in the Recovery Plan that the Board approved and the Chief Executives and local authority leaders have approved. There are gaps in what the LEPs are providing and there are additional gaps where the money can be utilised. The options therefore for the LEP to focus on are:

- Digitisation
- Responding to redundancies
- Supply Chain
- Transforming Skills

Decision: following are possible solutions

- On-line skills recruitment/careers portal, with the resource to manage it
- New digital skills post to explore and develop and lead a digital skills partnership, recommended by the Employment & Skills Board
- Recruit to a post that will co-ordinate all the sector activities, ie, the Manufacturing Board has asked for a dedicated resource who can assist them with their ambitions around driving up manufacturing (part-time post, ie, consultant) and also for the Defence Board.
- Funding allocated towards the GLLEP input for the Freeports opportunity with the Humber LEP
- Funding is allocated towards the Holbeach Food Enterprise Zone to market and develop the sites to use it as an attraction to inward investment.
- Up to £30,000 for a mid term recovery plan
- Engagement in stakeholder analysis and comms, proposal to recruit a graduate or intern to support the team and to develop robust briefings, social media campaigns etc
- Resilient Lincolnshire - working with the UoL Business School on how businesses can be resilient and be able to diversify
- Allowed some flexibility of approximately £180k

Decision:

- Option C was favoured reallocation of £2.4m, with a contingency amount of funding for flexibility purposes of up to £500,000 for future use. The £700,000 allocation of additional resources to the LEP for the activity above was approved, with business cases being developed for Digitisation, responding to redundancies, supply chain and transforming skills being brought back to a subsequent board to discuss and agree. Budget would be incorporated into the budget process, and reporting on progress would be undertaken through the normal 1/4 ly reporting mechanisms.

Actions:

- ❖ RC to email PH regarding the non recycled allocation on the Growing Places Fund
- Seek outline business cases for the four remaining areas of Programme for September Board of digitisation, responding to redundancies, supply chain and transforming skills.
- ❖ Action the closure of the feasibility fund, and reduction of the greater Lincolnshire growth fund.

Town Deals Fund (Paper 7 - Paper written by Cathy JonesRuth Carver)

The Board asked the executive to map out the membership of the Towns Deals Boards across Greater

Lincolnshire and map out where there might be commonalities and to discuss what the role of the Greater Lincolnshire LEP is influencing and supporting. Many board directors are Chairs or Board members and are actively involved in their individual places, but need to clear where the connections are. Believe the common linkages would be digital, where there a lot of aspirations for investment in digital infrastructure, investment in digital skills and digital opportunities. Once there is a digital resource, this could be used to connect and drive forward the agenda. The second area of commonality is around skills where there are aspirations of changing and investing in skills across Greater Lincolnshire.

Discussion took place with the following comments:

- Because of the change in geography, Grimsby and Scunthorpe also need to be involved in the monthly meetings held.
- GH said not to forget Newark as it is a link to the Local Industrial Strategy and how the growth in Newark could benefit Greater Lincolnshire. RC did respond to say that GLLEP already collaborates with other LEPs and already engages with D2N2 at an East Midlands level, but more could be done and if GH could supply connections to the Newark item. GH clarified the defence element of Newark and Lincolnshire is key and working together would attract defence companies to invest in the area.

Actions:

- LEP to feedback about arrangements for Town Deals meetings - more notice required by private sector members. CJ
- Invite NE NL to the monthly meetings - CJ
- Do a summary of the emerging priorities in the Local Investment Plans and share with Board - CJ
- Make contact with Newark Town Board to understand synergies - CJ

Andy Orrey, Chair of the Finance & Audit Committee joined the meeting

Finance & Audit Committee Report (Paper 9 - Andy Orrey)

The scope was to look at all the processes and to perform a "walk-through" of one of the projects and to provide information on the accuracy of the data.

Duncan & Topliss carried out an audit on the finances of the GLLEP and based on the work carried out they believe that the financial records are properly kept and are in compliance with the requirements of the funding. The financial report prepared by GLLEP was a fair representation of the financial activities and the financial position of the GLLEP as at 31 March 2020.

The report by Duncan & Topliss was impressive stating that the LEP has sufficient controls in place; the interest is calculated correctly, have adequate accounting records and that cash balances are reported in the financial state accurately. The Board can take a lot of assurance from the Audit report and the information therein.

AO also gave the following information:

- Arrangement where interest is received from LCC - auditors have confirmed that this has been calculated correctly and the LEP has received this.
- LEP has received more than £250k in match funding which is important
- The overall net spend for the year is just over £½m
- Overheads are managed well and there is an underspend of approximately £11k
- Freedoms and Flexibilities - the concept is that the LEP loans money to LCC who appear to spend it on behalf of the LEP and then returned to the LEP to spend on projects when they are ready, which currently is just over £10m and is due to be spent in this financial year.

Query raised by the Chair was regarding any SLGF projects that are putting the LEP under pressure in

achieving the spend target.

HD gave an overview of the SLGF - as well as Freedoms and Flexibilities, intervention rates and other aspects that the LEP has at its disposal that the grant is spent within the financial year is discussed and agreed with BEIS. There are 4 projects which will spend slightly over the March 2021 deadline, but it is likely to be their match funding element and that the LEP grant elements will be able to drawn down through Freedoms and Flexibilities - these will be discussed at the Investment Committee to be held on the 5th August.

The Board thanked the finance and audit committee for their work.

Decision:

- ❖ 19/20 Financial Statement was approved by the Board and agreed for publication
- ❖ 19/20 Audit Report was approved by the Board

Andy Orrey left the meeting

Strategy and Research priorities (Paper 8 - James Baty)

Most of the items to be discussed have already been covered in Paper 6 earlier in the meeting. There is already a research budget of circa £20,000, which is set out in the Annual Delivery Plan - this was an opportunity for the LEP board to debate the current plan programme of research and strategy work, and debate the gaps.

Board Directors were asked to push out and share the Quarterly Economic Survey, that is undertaken in partnership with the chamber to their networks.

Main items are:

- Finalisation of the LIS
- Approval of the budget for a Mid term Recovery plan - Item 6 on the agenda
- Brexit impact analysis

The board asked for:

- More intelligence on the housing, property and construction markets
- Development of an economic dashboard

Actions:

- JB to contact NW to see if there are any specific gaps in intelligence regarding the housing sector that could be utilised and potentially filled
- JB to develop an economic dashboard to share regularly with the LEP Board, and wider partners and publish.

Chief Executive Report (Paper 10 -Ruth Carver)

Report previously circulated with quarterly performance information, ie, delivery programmes, Growth Hub, Single Local Growth Fund, etc. Highlights from the report include:

- Amendments to the Annual Delivery Programme due to the changes agreed earlier, in terms of additional activity for recovery.
- Update from the Growth Hub, where more resources have been received for additional business advisers, currently at 12 and will grow to 15.
- Programme of Peer to Peer networks for the business community, which is popular, where sector leaders get together and the help to support other businesses. Will need to get sector leads from LEP boards involved.
- Tourism kick-start grant of £300k
- Peer Review which was held with SEMLEP, Centre for Public Scrutiny and LEP Network, with positive engagement, which resulted in 6 actions:

- Introduction of Annual Reviews for Board Members
- Best Practice on strengthening scrutiny arrangements
- Growth Hub intelligence, need to capture all intelligence
- Equality & Diversity
- Enterprise Zones

PD mentioned that a visit is being organised to Scunthorpe Steelworks, and the Ports in Northern Lincolnshire. Attending will be local MPs, Midlands Engine Chair and staff, and local authority leaders and the LEP. Interest shown by Gary Headland, Sarah Louise Fairburn, Pete Holmes

Actions:

- Annual Delivery Plan to be amended
- Scunthorpe Steelworks - Board members to contact SG if they would like to attend.

GLLEP Board Forward Agenda (Paper 11 - Ruth Carver)

- It is proposed to continue with the quarterly and monthly meetings for the short term, ie, quarterly meetings for performance review and monthly meetings for updates.
- In future, all 9 sector boards will update the LEP Board on what they have achieved, what their priorities are and any actions that they want the LEP Board to take, on an annual basis and the chair will be invited to attend one of the quarterly meetings.
- Board were asked if there were any areas they would like the LEP to focus on and to prepare reports
- Aiming to have the September Board as a virtual meeting and aiming to have a face to face November Board.

Actions:

- Forward Plan to be updated to include invited Board Chairs

Any Other business

- DF - NHS has produced a report on levelling up, which is how they intend to turn their Trusts into anchor institutions so that they can help to stimulate the local economy. It would be valuable to have a conversation on how the LEP engages with the NHS.
- DF - Midlands Engine funding pot that the University, in collaboration with Derby and Coventry universities has been given to support 421 organisations in the Greater Lincolnshire, Rutland and Leicestershire areas and can be either public or private sector organisations. Asking if any Board members would like to engage, please contact DF and if any, as employers, would sign up for this and to ask if any committees could ask their organisations would like to sign up also. This will give the Mental Health Productivity Pilot, which is designed to help productivity or organisations through good mental health practice

Date of next meeting: Informal Board on 26th August 2020 (by MS Teams)

LEP INVESTMENT COMMITTEE

5th August 2020

Via MS Teams

Draft Minutes

Draft Minutes

<u>Present:</u>	
<u>Board Directors:</u>	Pat Doody - Chair (), Cllr Colin Davie (LCC), Cllr Philip Jackson (NELC), Cllr Rob Waltham (NLC), Dean Fathers (Health), Chris Baron (Butlins)
<u>LEP Officers:</u>	Halina Davies, Ruth Carver, Cathy Jones Andrew Crookham (S151 Officer), Sue Groves (Note Taker)
<u>Observers:</u>	Pete Holmes (BEIS), Jo Dexter, Gary Headland, Alric Blake, Sarah Louise Fairburn
<u>Apologies:</u>	None given
<u>Welcome by the Chair</u> <u>Apologies and Declarations of Interest</u> No formal apologies were received. There were no declarations of interest for the items being discussed. Full declarations of interest can be found at https://www.greaterlincolnshirelep.co.uk/documents/declarations-of-interest-register-nov-2016/ The Committee was reminded that declarations of interest are required as part of LEP governance and must be submitted at least annually, and if anything changes to notify the LEP office at the earliest convenience.	
<u>Minutes from 20th March 2020 (Paper 1)</u> The minutes from the Investment Committee held on 10 th June were accepted as a true record. <u>Declarations of Interest</u> Cllr Colin David - Grantham Southern Relief Road and Sleaford Growth Project Gary Headland - Skills Capital Fund Dean Fathers - The Bridge Advanced R&D Project <u>Matters Arising</u> <ul style="list-style-type: none">• Genfrost Greater Lincolnshire Growth Fund project - at recommendation by the Committee an order book has been requested for review by officers prior to contracting and an update will be provided at the next committee meeting.• Stamford College has now re-started the Borderville Expansion project after a short pause due to Covid-19. All of the scheme in SLGF are now operational.	
<u>Growth Deal Programme Update (Paper 2 - Halina Davies)</u> Following a national review, the LEP is awaiting confirmation from Government regarding the release of the final payment of £6m for 2021/21 of Growth Deal funding should be released next week.	

There are currently more than 85 projects on the LEP pipeline list, which is published on the website, and we will be refreshing this list via a new call for projects in the autumn.

The Committee was asked to note the progress made regarding delivery of the Growth Deal Programme during its final year, and measures being taken to ensure full SLGF grant expenditure this financial year.

Nine of the projects have been completed. In addition, eight of the nine housing schemes within the Unlocking Rural Housing Programme have fully completed, along with two of the four projects under the auspices of the Skills Capital Investment Fund Programme (EMAT, Boston and Digital Skills Hub, Stamford).

An update on projects still under delivery was discussed. The programme manager and accountable body provided background information regarding Freedoms and Flexibilities which will be utilised at financial year end to ensure grant expenditure of the Growth Deal Programme by 31 March 2020. It is envisaged that the following schemes will be subject to freedoms and flexibilities:

- Grantham Southern Relief Road.
- Sleaford Growth Project Phase 2 (Holdingham Roundabout)
- The Bridge Advanced Engineering R&D Centre
- Skills Capital Investment Fund Programme
- Unlocking Rural Housing Programme - Final scheme (Boston Quadrant Affordable Housing)

Decision:

The Investment Committee endorsed the approach proposed to manage completion of the SLGF programme.

Getting Building Fund Update (Verbal - Halina Davies)

Announcement on the 4th August that Greater Lincolnshire LEP had been allocated £25.8m following review by Government of the final LEP Getting Building Fund (GBF) submission. Full business cases will be requested as soon as possible, with a thorough due diligence being carried out before the schemes/programmes can move to contracting stage.

Next week an Open call for projects for the Skills Capital Investment Programme will be released and it is expected there will be a lot of interest. Once submissions have been received and reviewed after the closing date of the 8th September, the Board will discuss officer recommendations for allocations at the next available Investment Committee meeting.

The funding for GBF should be released next month, with financial profiling evenly split over two years. The principles of Freedoms and Flexibilities are not known at this stage, but as the funding was for "shovel-ready" projects, the progress of the projects will be closely monitored by Government Ministers.

Review of Programme Management fee arrangements for GL LEP funded projects/programmes (Paper 3 - Halina Davies)

This paper set out what the costs have been to run and manage the Growth Deal Programme. Due diligence and legal costs are likely to increase, pipeline schemes need to be reviewed and assessed, and expected government spending review announcements in the autumn on future funding bids would require further programme related management costs.

Board members were asked to endorse an increased standard percentage charge from 0.5% to 1% of each new project/programme, based on known requirements to date and expected future requirements. This will in the main reflect the relative complexity of each scheme and ensure that the charges applied are commensurate with the level of technical work and expertise required in appraising the respective applications. It was noted that most schemes take an average of two years to complete (some much longer), requiring programme management for the whole of that period. The revised % would be applied in relation to all new programme bids 5 August 2020 onwards if the approach was endorsed.

The Accountable Body will report on LEP programme management costs quarterly to the Finance and Audit Committee/Board and we recommend that programme management fees are reviewed by the Investment Committee annually.

Decisions:

- ❖ Agreed that Greater Lincolnshire LEP continues to apply fees for programme management, project appraisals, financial and legal costs for all LEP projects/programmes included in future funding allocations from government;
- ❖ Approved a flat percentage approach of 1% for charges effective from August 2020;
- ❖ Investment Committee to review the programme management fees annually, with the Accountable Body reporting quarterly on expenditure levels to GLLEP Finance and Audit Committee and Board.

International Bomber Command Centre Update (Paper 4 - Cathy Jones)

The original £800k loan was contracted in May 2015. At that time, the organisation did not have sufficient assets to underwrite the loan, hence it was guaranteed by 8 individuals via separate loan guarantee agreements. The loan was due for repayment in May 2020, but in early 2020, the trustees sought an extension to their Invest and Grow loan to delay the repayment date and help weather the emerging impact of Covid 19 on the visitor economy.

Decision

A Deed of Variation to the existing loan agreement for the remaining amount has been agreed, to enable an extension to the loan repayment over a three year period to be put in place for the sum of £585.23 with a grant of £164,772.

Next Investment Board Meeting

To be confirmed via email as required.

GREATER LINCOLNSHIRE LEP BOARD ACTION LOG

Outstanding Actions from GLLEP Board Meetings					
Date	Item	Action	Update	Actioned by	Status
29/03/19	Minutes	<ul style="list-style-type: none"> Project workshop to be held with Board Directors on lessons learned and impact. 	Completed, and a 2 nd session arranged for Rutland, and additional board Directors as part of board development	Halina Davies	completed
27/09/19	Minutes	<ul style="list-style-type: none"> Growth Hub to provide an update on sectoral coverage within the next annual review 	Due in 2020	Samantha Harrison	
13/05/2020	Board Briefing	<ul style="list-style-type: none"> Board to lobby Government of the horticultural sector and campaign for Defra to see if there is anything additional they can do Discussion paper on Freeports to be prepared for Board meeting To lobby Government on speedier Broadband To write to government on extending Job Retention Scheme for the Visitor Economy Sector 			Completed - response letter received Completed Completed Completed
27/05/2020	Board Briefing	100 top companies to be split into 5 groups of 20. A series of 5 calls with two or three Board members supporting each of the calls to the top 100 companies, but will include those below the top 100. JB to organise, either by sector or geography. A set of the same questions to be used for each		James	ongoing

		group so that comparisons can be made.			
10/06/2020	Board Meeting	<ul style="list-style-type: none"> • Circulate draft Transition Board Terms of Reference to be signed off by Board Directors • Top 100 businesses list, the need to reach out to larger businesses for information, will be circulated next week and to ask for volunteers to host/support these meetings which will be in sector groups, ie, Visitor Economy, Food, Ports and Logistics. • Impact analysis to be circulated to the Board 			
24/07/2020	Board Meeting	<ul style="list-style-type: none"> • Complete Defence Sector Board • DF to update the Board on the diversity and equality at the November meeting. • North Lincolnshire, North East Lincolnshire, Rutland to supply key stakeholders • Nominations for the Collaboration Board with Humber and GL LEP to be sent to CX • RC to email PH regarding the non recycled allocation on the Growing Places Fund • Seek outline business cases for the four remaining areas of Programme for November Board of digitisation, responding to redundancies, supply chain and transforming skills. • Do a summary of the emerging priorities in the Local Investment Plans and share with Board • Make contact with Newark Town Board to understand synergies • JB to contact NW to see if there are any specific gaps in intelligence regarding the housing sector that could be utilised and potentially filled • JB to develop an economic dashboard to share regularly with the LEP Board, and wider partners and publish. • Scunthorpe Steelworks - Board members to contact SG if they would like to attend • Forward Plan to be updated to include invited Board Chairs 	<p>Ruth Carver Dean Fathers</p> <p>Cathy Jones</p> <p>All</p> <p>RC</p> <p>Halina Davies</p> <p>Cathy Jones</p> <p>Cathy Jones James Baty</p> <p>James Baty</p> <p>Sue Groves</p> <p>Ruth Carver</p>		<p>Ongoing Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Live and ongoing</p> <p>Completed</p> <p>Ongoing</p> <p>Completed Completed</p>

Paper 2.1 – Chief Executive's Report

Publication	Public Paper (published)					
Meeting date:	30 th September 2020					
Agenda Item:	2.1					
Item Subject:	Chief Executive's Report					
Author:	Ruth Carver					
For:	Discussion		Decision		Information	X

1 Summary

- 1.1 This report provides an overview of LEP team activities since the August board. It incorporates both Covid-19 specific activity and business as usual. The report is an update on activity, and not a full quarter performance report as this is delivered at the end of quarter 2 at the November Board. The report is divided into strategy, governance and delivery sections.

2 Strategy

2.1 LIS

Ongoing work with local partners to develop the LIS - longer term economic strategy.

2.2 Recovery Strategy

On the agenda today, the Team have worked over the summer with local partners to produce a recovery strategy for Greater Lincolnshire. Seeking input from the LEP Board, and endorsement of the direction of travel, with sign off for the recovery strategy to be agreed by email or at the 6th November board.

Current issues for the business community

- End of furlough scheme in October (below)
- Business closure particularly in retail and hospitality
- Brexit

Furlough - In total, 117,800 employments in Greater Lincolnshire including Rutland have been supported through the scheme under claims made until 31 July. This represents 29% of total eligible employments in Greater Lincolnshire including Rutland compared with 32% across England.

Corresponding figures for the district and unitary authority areas that make up the Greater Lincolnshire including Rutland areas are as follows:

Boston - 21%	South Kesteven - 32%
East Lindsey - 35%	West Lindsey - 28%
Lincoln - 30%	North East Lincolnshire - 30%
North Kesteven - 27%	North Lincolnshire - 28%
South Holland - 24%	Rutland - 32%

In response to the COVID-19 (Coronavirus) outbreak, Greater Lincolnshire LEP has been working closely with partners and the Local Resilience Forum throughout the covid-19 pandemic to support our local economy, business and workforce.

Paper 2.1 – Chief Executive's Report

Our actions to date include:

- Through our growth hub, business Lincolnshire, we have been supporting businesses, with [advice and grants](#) (760 specific enquiries and detailed support packages for businesses).
- We have continued to collect intelligence and data on our economy, to steer local decision making and submitting directly to Government.
- We have been leading the economy cell of the Local Resilience Forum for Lincolnshire.
- We have lobbied for additional financial support to key sectors such as horticulture, food sector and the education sector.
- We have sought new ways of utilising existing and future funding streams, grants and loans to focus on recovery.
- We have led on the coordination of communications to the business community; ensuring clear, timely and concise messaging across our partners.

2.3 CSR

GL LEP's response to the Comprehensive Spending Review has been developed and due for submission on 24th September, a final version is included within the papers. The UK has a well-established budgeting framework, through which a spending review is carried out approximately every 3 years to allocate funding to departments. This provides certainty for departments to plan ahead. The Comprehensive Spending Review 2020 will allow the government to consider its priorities across all spending over multiple years. The LEP has also fed into partner representations including the LEP Network, the Midlands Engine and Midlands Connect.

2.4 Business Engagement

The Chair and Chief Executive continue to undertake 1 to 1 sessions with local businesses, this month sessions have been held with CATCH, Able, Boston Port, Phillips 66, with more scheduled over the forthcoming weeks. CX has undertaken meetings with key partners such as DIT, Visit Lincoln, RAF Waddington and Midlands Engine and Midlands Connect.

3 Removal of the Overlap between Humber and Greater Lincolnshire LEP

3.1 Preliminary discussions have taken place with CLOG, and local partners to understand the approach that should be taken and to develop a principles document. LEP's and Local Authorities are expected to respond to the Ministerial letter around collaboration, and effecting the removal of the overlap in a timely fashion by 30th September. A copy of the letter from the Chair will be circulated to Board Directors.

3.2 Monthly MP sessions

These continue with this month focus on broadband and connectivity, and briefings prepared for tourism sector debates in the house. 1 to 1 sessions continue to be diarised.

3.3 Freeports

The Humber LEP and partners including the Humber LEP have commissioned Arup to undertake the next stage in developing a Freeports proposal for the Humber. Greater Lincolnshire LEP proposes to contribute up to £10,000 for the initial work, and summary of the milestones is attached to this report for information.

3.4 UK Food Valley

One of the emerging discussions from the Food Board is the concept of the UK first Food valley which will bring together industry, tech and government. The Food Board will develop the vision, and action plan to deliver the Food Valley, and an update will be given at a future board meeting.

Paper 2.1 – Chief Executive's Report

3.5 Town Deals

Further to the information provided at the last board meeting, all of our towns are planning to submit their Town Investment Plans (TIPs) for the 30 October deadline. Those which are able to share an early draft with their government department contacts have been offered "check and challenge" sessions to help refine their proposals before the deadline. In general, final lists of proposed projects are still in the process of being confirmed within the draft TIPs but work is now progressing quickly to finalise business cases and rank projects. Where there is clarity about potential projects which demonstrate alignment with GLLEP priorities we have been able to include these in e.g. our CSR asks and Recovery Plan proposals.

4 Governance

- 4.1 Interviews for a new private sector Director, and chair of the Employment and Skills Board, take place on the 24th and 28th September. A verbal update will be given to the Board.
- 4.2 A review of all policies and terms of reference for the Strategic advisory groups is being undertaken, with a view to approval either electronically or at a future board.
- 4.3 The articles of association are being refreshed currently with our legal advisers, with a view to bring the changes to the Board, prior to holding an AGM later in the year to approve the changes.
- 4.4 Governance: Our Mid-Year Review (MYR) with Government took place in early September. The MYR was light touch and follows on from the LGF review carried out in June. There is no marking generated from the MYR and discussions centred around governance targets and delivery of SLGF and GBF.

5 Delivery

5.1 Business Support

Our Business Lincolnshire growth hub continues to support businesses across Greater Lincolnshire, and a fuller report will be brought to the November meeting on the response to Covid.

BREXIT: Work is ongoing to support businesses with preparation as there are many businesses deeply concerned about the practicalities of what a no deal exit from the EU looks like for them. Even if a deal is agreed now, there is a lot to prepare for at a time when the resilience of businesses has been affected through the impact of Covid-19 on cash reserves and stockpiles. Business intermediaries have highlighted that most small businesses are not prepared when it comes to appointing freight forwarders or customs brokers or visa arrangements. With many small businesses in survival mode, it is important that we promote the necessary steps for them to take to simplify their preparations as much as possible. The Federation of Small Businesses has highlighted the impact of tariffs in a no deal scenario, with 46% of their members saying that they would stop trading with the EU under the proposed tariff rates as it would make them uncompetitive. Businesses would like to see clarification on data protection and regulated industries, particularly those hit hardest by Covid-19, will need urgent clarification for their sectors on key issues facing industries such as aviation and pharmaceuticals. The LEP continues to monitor progress of negotiations and regularly providing updates for business on our website and social media in accordance with the latest government guidance for businesses. Government has made it clear that a decision will be taken following the 15- 16 October European Council session and at that stage we should be in a clearer place to support

Paper 2.1 – Chief Executive's Report

businesses with the final, more intricate, part of their preparations as the rules of the future relationship become clearer whether it is a no deal exit or a light deal.

6 Local Resilience Forum

- 6.1 The LEP continues to work with local partners under the Local Resilience Forum to provide the economic view. The LEP is represented on both Local Outbreak Engagement Boards and the LRF, as well as the appropriate work streams to provide that economic perspective.

7 Getting Building Fund

- 7.1 £25.8 million awarded to the LEP for six schemes under the Getting Building Fund, each scheme is going through the application process. All monies to be spent by March 2022, although we are awaiting grant determination and confirmation of revenue funds to run the programme. Six schemes allocated funding are:

- The Centre for Innovation in Rural Health - The brand new state-of-the-art category two laboratory will be located within the University of Lincoln's Medical School and will act as an investment magnet to support high skills jobs, and drive the growth of the health and care sector. UOL
- Holbeach Food Enterprise Zone - Investment into this project will be focused around supporting infrastructure and helping the South Lincolnshire FEZ to capitalise on the nationally significant food-tech and agri-tech sectors. While supporting Greater Lincolnshire's largest industry, this project will create 973 new jobs. LCC
- Skills Capital Investment Programme - This project will help Greater Lincolnshire to address potential job losses, enabling up-skilling and diversification. The programme will occupy a 3,800 sqm new training space, help to support 988 new learners and provide 390 new training places. A call for scheme closes on 8th September.
- Lincoln Science and Innovation Park (Phase Two) - At the core of this campus will be an R&D institute, funded by this project, jointly developed with the University of Lincoln with a focus on intelligence, surveillance, reconnaissance, digital communications and cyber technologies, helping to assist 125 new learners all while creating 50 new jobs. Science Park
- Killingholme Pumping Station - ABLE Marine Energy Park - A new pumping station and other drainage infrastructure will be built to facilitate further development of the South Humber Bank, creating 1,500 new jobs.
- Greater Lincolnshire Cycling Programme - Scheme 1 - The Immingham to Grimsby Cycle Superhighway - This scheme will provide a high quality and safe off-road cycle link to allow sustainable access to employment sites and training opportunities across the South Humber Bank between Grimsby and Immingham.

8 Pipeline Call

Subject to the resources within the core LEP team, the LEP is planning to launch a refresh of the pipeline of projects, and indeed seek new pipeline projects that meet the Recovery Plan. The planned timetable is to undertake this refresh in the autumn, and align the work to the SIDP, the strategic Infrastructure Deliver Plan, led by the Local Authorities.

9 Finance

Payment of our final third of 2020/21 Local Growth Funding was received on 19th August. We have not yet received the LEP's allocation of the new Getting Building Fund or further detail of proposed profiling or grant determination.



Greater Lincolnshire Covid Recovery Plan

Storyboard

Metro — Dynamics

Purpose of this document

- This is the storyboard of the Greater Lincolnshire Recovery Plan, the 1-5 year recovery and rebuild plan for Greater Lincolnshire
- It has been developed with GL policy leads and local authorities through August 2020 and will develop further as additional inputs are received
- It is designed to complement and act as the 'bridge' between the long term strategy set out in the Local Industrial Strategy and the short term recovery plan, which laid out 0 – 6 month COVID response actions
- It will contain some of the information from both of those documents and some new material
- This document has been drafted, in part, with the anticipated Comprehensive Spending Review in mind. This will be Greater Lincolnshire's opportunity to secure backing for medium term, transformative projects – and showcase how the area will contribute to level up the economy.
- Where a proposition has the potential to form a CSR ask, it is displayed in **bold**

Structure of this document

This document is planned to contain five sections, with sections 3 & 4 structured along similar lines to the Local Industrial Strategy.

1. **Introduction and Summary** – including the plan on a page and delivery
2. **COVID evidence** – showing some of the ways Greater Lincolnshire has been impacted and why this matters
3. **Strategic opportunities** - the six areas where the evidence shows that Greater Lincolnshire has a distinctive specialism compared to the national economy. Each contains a suite of actions which are specific to that opportunity. They focus on skills, business growth, investment and infrastructure interventions to support and grow the specific strategic opportunity in Greater Lincolnshire.
4. **Five foundations of productivity** - to focus on targeted and evidence led responses to support all parts of the economy. This takes a broad-brush approach open to every sector and business; this section is not limited to the strategic opportunities outlined above.
5. **The 5-year targets** – showing the transformation and opportunities for Greater Lincolnshire as a result of these actions being delivered

Introduction

Metro — Dynamics

Introduction

The damage caused by the Covid-19 pandemic has been felt by everyone. Everyone has a story to tell of a job lost, a loved one departed, a holiday cancelled. From the personal to the global, the impact can be seen everywhere.

In Greater Lincolnshire, the economic effect has been profound. Almost a third of workers have been put on furlough and claimant rates have nearly doubled. Investment plans have been put on hold. Meanwhile, firms are still facing uncertainty as the transition period with the European Union comes to an end.

A passive approach is not tenable. **We need to respond quickly and flexibly** to the many challenges this period will throw our way. We must also avoid the temptation to become short-sighted, focusing only on the problems in front of us, and less on our longer-term goals. Instead, we will actively look for opportunities to turn the crisis to our advantage, capitalising on some of the opportunities, while doing everything we can to manage the fallout. We are not looking for sticking plaster solutions.

This is particularly important for our area, which took **far longer than other places to recover from the 2008 recession**. We need to learn from this and respond to Greater Lincolnshire's specific requirements, going beyond business as usual to ensure that our economy thrives.

Instead, we will embrace this moment to radically transform our

economy, recognising that consumer behaviours and market incentives have changed into the long-term. That means using this reset to pivot towards much more environmentally friendly modes of transport. It means allowing innovation to thrive in Greater Lincolnshire, and **upgrading business – such as from manufacturing to advanced manufacturing**. It means recognising that an understanding of wealth which doesn't encompass health is meaningless, and honouring those whose job it is to care for others. It means preparedness for future threats, especially climate change, by building resilience now. And it means a **commitment to collaboration** with partners wherever necessary to achieve goals.

Over the past few years we have developed a detailed evidence base to better understand our economy. The region is diverse – energy, visitor economy, and agrifood are just three examples of our strengths across the largest LEP area in the country. **We must and will support all parts of our region to thrive**. This document sets out how we plan to do this.

We have already set out a series of short to medium term actions in our Business and Economy Recovery Plan, giving us a 0-6 month plan to recover the economy. Through the Getting Building Fund, we have been awarded £25.8m to allow us to begin work on our recovery. This is a great start, and one we intend to build on over the next 5 years. This document sets out how we plan to do it.

The plan on a page

Covid challenges

Rapidly rising unemployment and inequality challenges

Previous labour market recoveries have been slow

Varied local impact - rural and coastal reliance on tourism and farming

Change in working patterns towards working from home

Increasingly digital by default

An increase in firm indebtedness, as firms have borrowed to stay afloat

Respond to Covid by leveraging GL's **Strategic Opportunities & economic strengths**

Agrifood

Energy

Ports and Logistics

Visitor Economy

Defence

Health and Care

....and across the Five Foundations of productivity

Actions include

Strategic Opportunity pioneering projects Such as Free Port status for the Humber, new energy and fuels on the Humber Bank and the establishment of a Tourism Zone for Greater Lincolnshire

Supporting innovative expansion with the development of Holbeach and Europarc Food Enterprise Zone, and the Lincoln Science and Innovation park

Prioritising Employment & Training the Institute of Technology, maximise local uptake of Kickstart and work with local business to create new job opportunities

Business support responding to local need with a Transformation Manufacturing Programme

Strategic Infrastructure North Hykeham Relief Road, A46, A15 and A1 upgrades, redevelop Theddlethorpe gas terminal &, and a 5G ready region

Place based actions investing in and diversifying high streets and delivering Town Deals

The Prize: a programme to level up Greater Lincolnshire in 5 years

Reduce CO2 emissions by 50% on 2005 levels while protecting jobs in the energy sector

A distinct Defence cluster, visible on the ground and in national statistics

Ensure the most advanced food and farm technology will be found in Greater Lincolnshire, with the creation of the UK's first Food Valley

Be home to the UK's biggest freeport, by volume and value of trade

New and growing businesses and stimulus to our clusters

Bring the number of claimants back down below 3% in all districts by supporting quality jobs with career progression.

An established Tourism Zone, halving the gap between visitor numbers for peak and non-peak times

New forms of local partnership

A quarter of firms undertaking R&D activities

A series of new projects to empower our rural and coastal areas and reinvigorate our town centres

Making it happen

Expanded local partnerships to implement local action

- Consolidating the changes to the LEP geography
- Building on the LRF response and recovery cells
- Working with businesses through the LEP Boards
- Local Authority led interventions
- Agreeing the Local Industrial Strategy
- Delivering the short term recovery plan
- Leading the East Midlands Growth Hubs
- Continuing the Skills Advisory Panel



Rapid introduction of national interventions

- Introduction of the Kickstart programme
- Funding for immediate fiscal-stimulus through the Getting Building Fund and other announcements
- Interventions to support transitions and future skills, as furlough scheme support is withdrawn and wage subsidies introduced
- Ongoing support for sectors, like culture and hospitality, where recovery will be delayed, through business support such as the Kickstarter Fund
- Ongoing funding for public transport, LAs



An agreement with government to respond to local need

- Funding to unlock activity in the strategic opportunities and foundations of productivity
- Piloting national policy, including the Free Port; Institute of Technology; and a Tourism Zone
- Flexibilities to align and repurpose existing resource, such as remaining ESIF monies and business support programmes
- A new relationship to codesign new policy, such as the Shared Prosperity Fund and migration policy

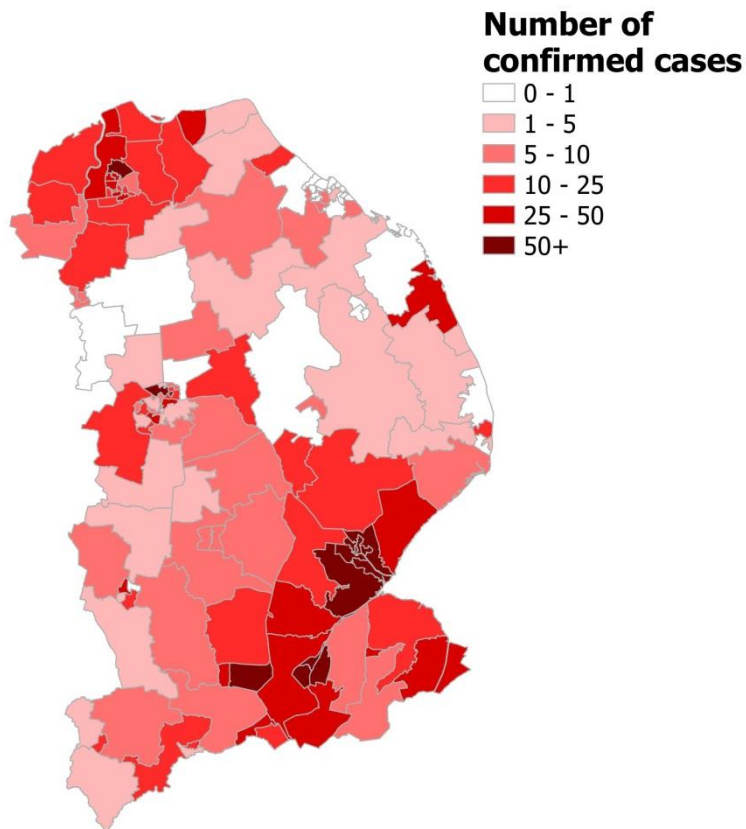
A map of the Greater Los Angeles area, including parts of Orange County, San Bernardino County, and Inland Empire. The map is filled with a teal color, and a white network of roads is overlaid on it. The text "Understanding the impact of Covid-19 on GLLEP" is written in a large, bold, dark blue font across the middle of the map. The text "Metro — Dynamics" is written in a smaller, bold, dark blue font at the bottom center of the map.

Understanding the impact of Covid-19 on GLLEP

Metro — Dynamics

Covid-19 affects all parts of Greater Lincolnshire

Total Covid-19 cases by MSOA

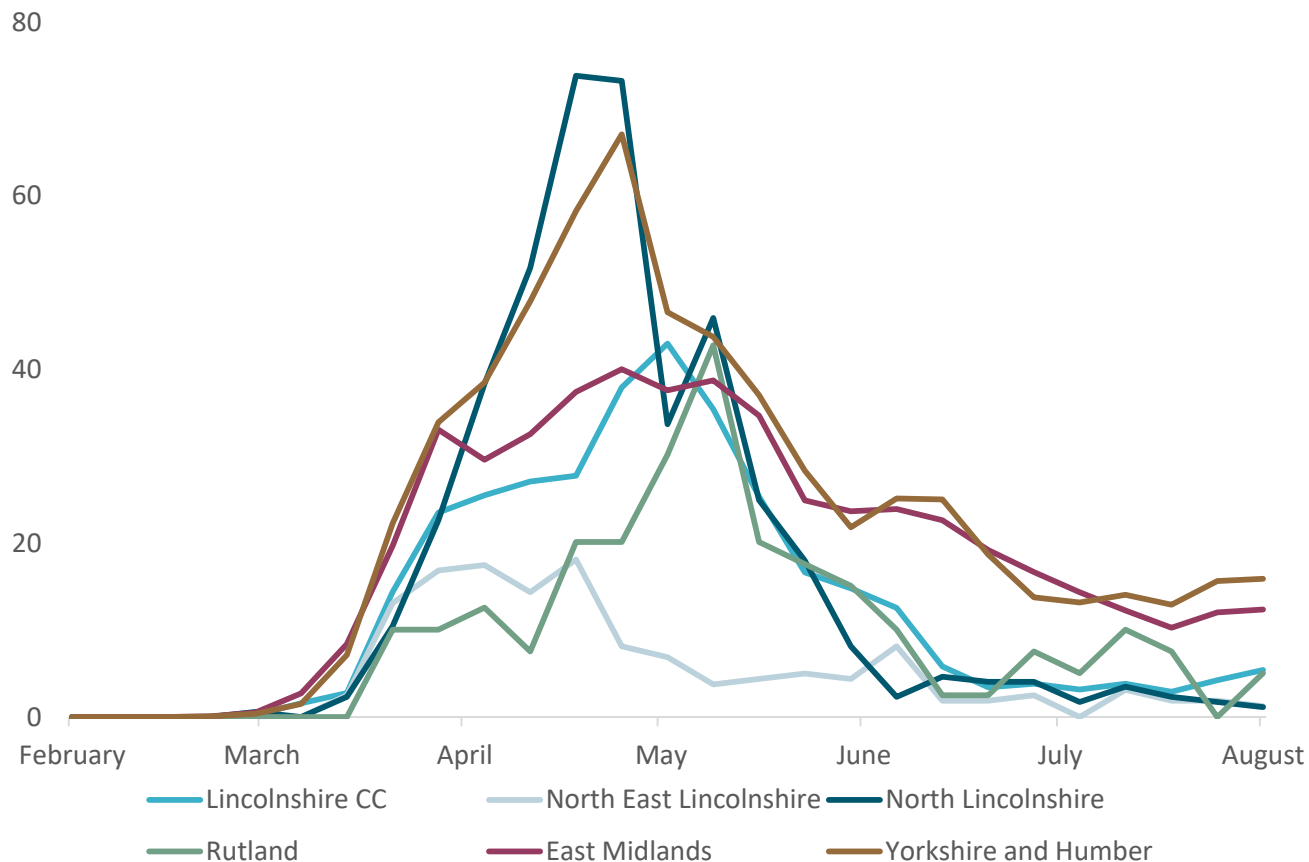


- GLLEP is diverse, taking in the rural tranquillity of the fens, the industrial powerhouse of the Humber Bank, the wide vistas of the Lincolnshire Coast, the historic grandeur of the city of Lincoln, and the desirable quality of life in market towns such as Oakham and Gainsborough.
- The experience of Covid-19 has been similarly varied, although everywhere has been effected. The highest rates, according to the testing data, have been seen in Boston, Lincoln, North Lincolnshire, and South Holland.
- This means a plan has to take into account of the variation in local impact of Covid to ensure each area gets the support it needs, tailored to the local circumstances

Source: Public Health England Weekly MSOA COVID-19 positive cases. Data as at week 33. Includes pillar 1 and pillar 2 testing data. Note, values for any week that are less than two have been suppressed, meaning totals are likely underestimating the number of cases. Across England there are 9,630 unlocated confirmed. Note also that confirmed cases are only those cases picked up through testing – many other cases will not have been tested.

The first peak of the virus has passed, although there is no room for complacency

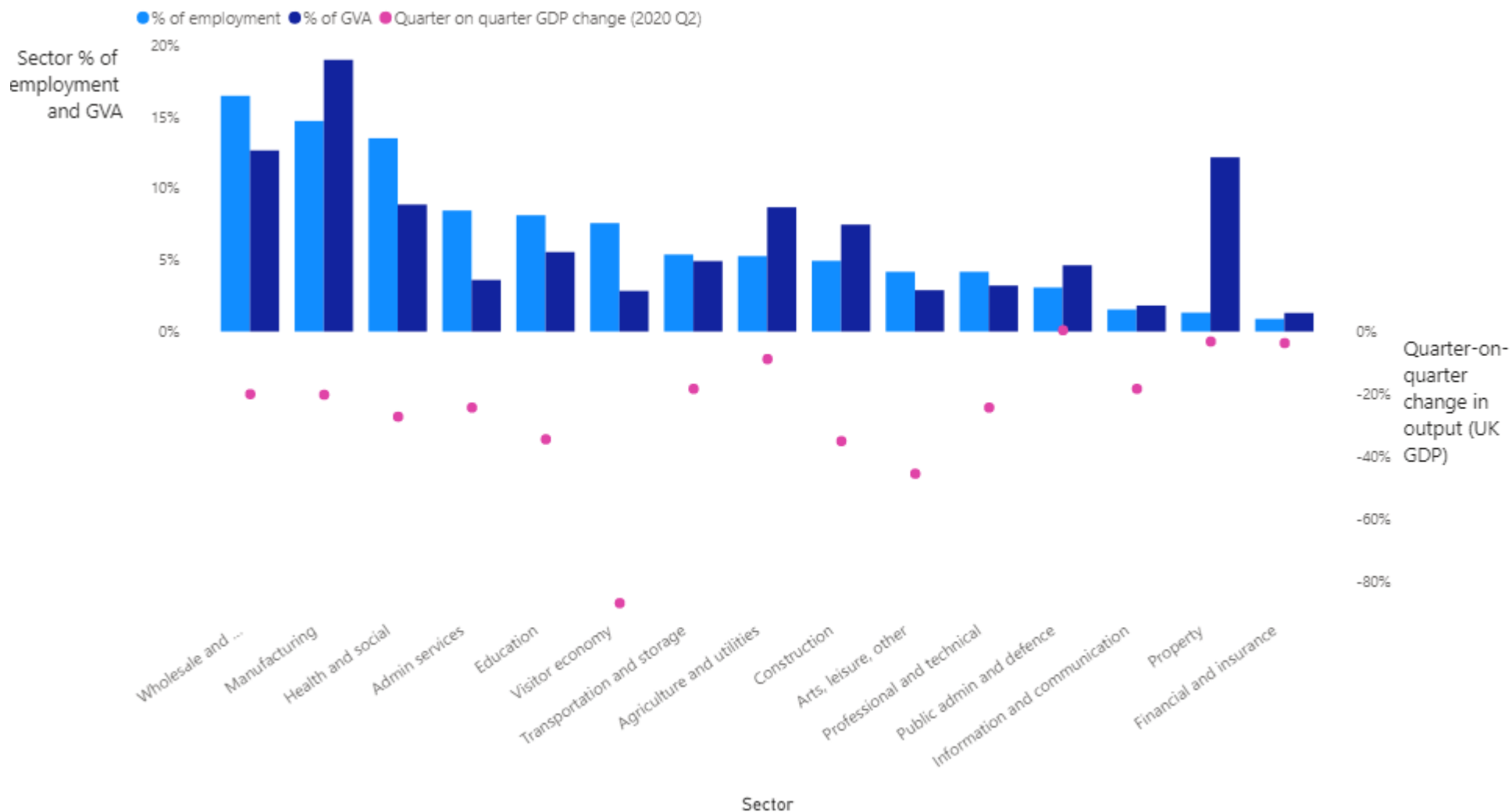
New Covid-19 cases per 100,000 people per week



- Cases peaked at slightly different points in April and May across different upper-tier local authorities. In North Lincolnshire, a high of 73.84 cases per 100,000 was recorded towards the end of April. In general most areas of Greater Lincolnshire have remained below the regional rates, and all have been below the East Midlands and Yorkshire and Humber since the end of May.
- Since the end of June, case numbers have remained consistently below five cases per 100,000. As local lockdowns around the country have shown, there is always the potential for a local flare up, meaning continued vigilance is called for. Within the area covered by Lincolnshire County Council, case rates have ticked up slightly in recent weeks – highlighting the ongoing risk.

There has been a deep, ongoing, impact on key sectors

Sectors in GLLEP by employment and GVA, and national change in GDP in Q2 2020

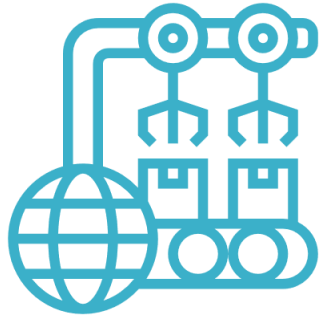


- Greater Lincolnshire's six top sectors by employment all experienced a reduction of GDP by at least a fifth (figures at the national level)

The impact on the visitor economy (accommodation and food) which constitutes 7.6% of GLLEP's employment has been particularly profound, with a drop of 86.7%.

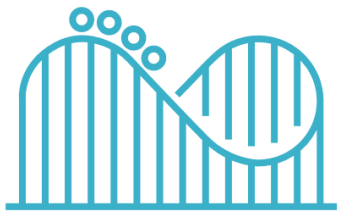
Many businesses have taken on debt through various government schemes, such as CBILS. A recent survey from the British Chambers of Commerce found that 42% of businesses had taken on debt, and that of these 1 in 4 said they may need to scale down operations to repay and 1 in 10 said they might have to cease trading (*BCC/TSB*)

But new opportunities to embrace changes have been thrown up



- An increased push towards digital working provides Greater Lincolnshire's manufacturing base the opportunity to embrace **the digitisation of manufacturing** as the centrepiece of Industry 4.0. By adopting more resilient, data-based approaches, manufacturers can dramatically improve productivity. At the same time, a trend toward **onshoring** of supply chains may provide extra business for firms in the **advanced manufacturing supply chain**

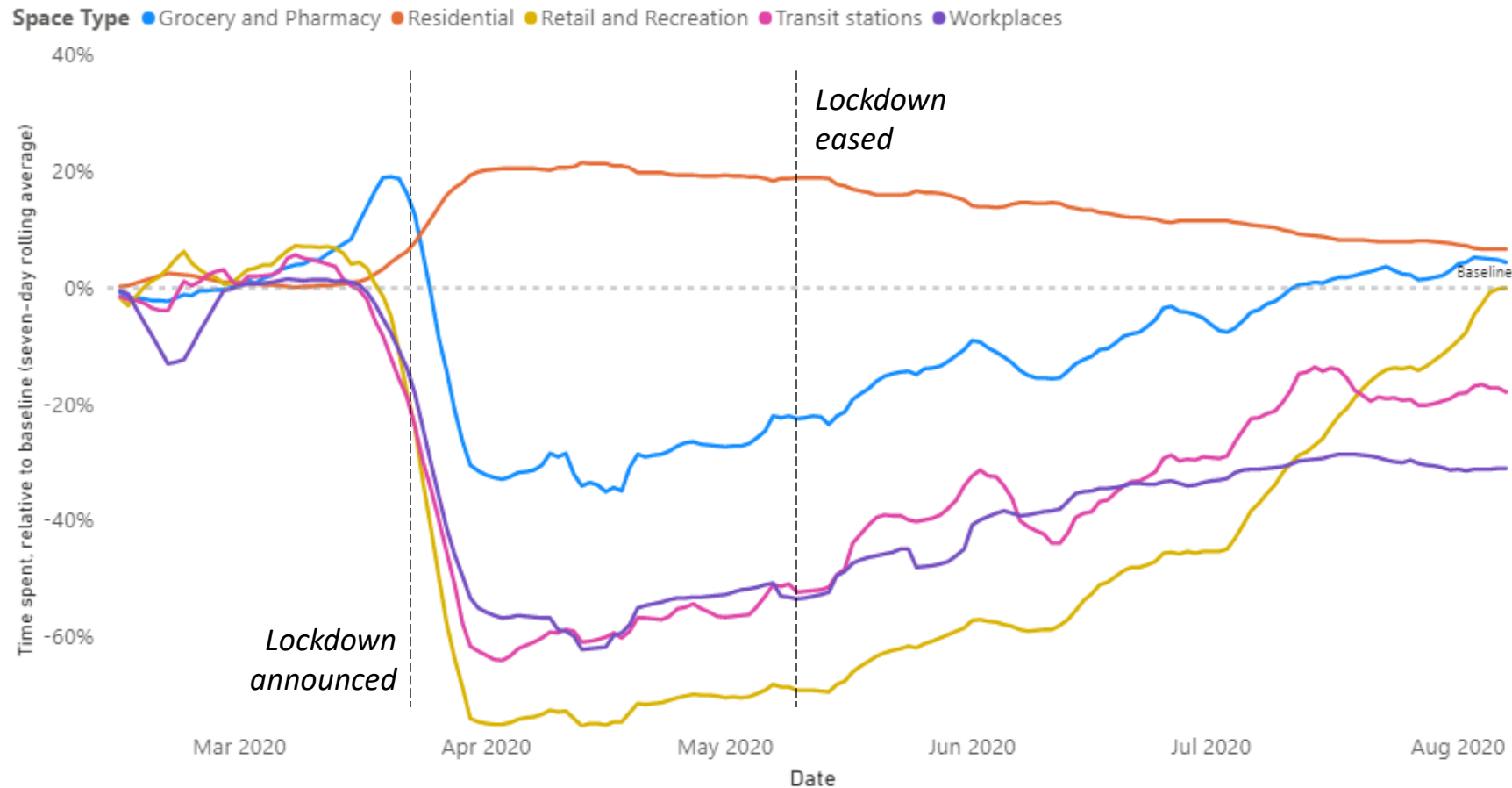
- At the same time, we are likely to see **growth in the market for co-working space** outside of large city centres, as workers who are no longer office bound look for other spaces to work in away from home. This can provide a boost to high streets, and bring skilled workers into town centres where they can collaborate and innovate with others.



- Quarantines, which have been imposed, removed, and reimposed, have cemented a perception that travelling abroad is high risk, providing a boost to **domestic tourism**. By taking this opportunity to advertise the local visitor offer to UK residents, there is a chance to embed year-round visitor numbers.

There are indications that recovery is underway

Use of space types relative to baseline in Greater Lincolnshire

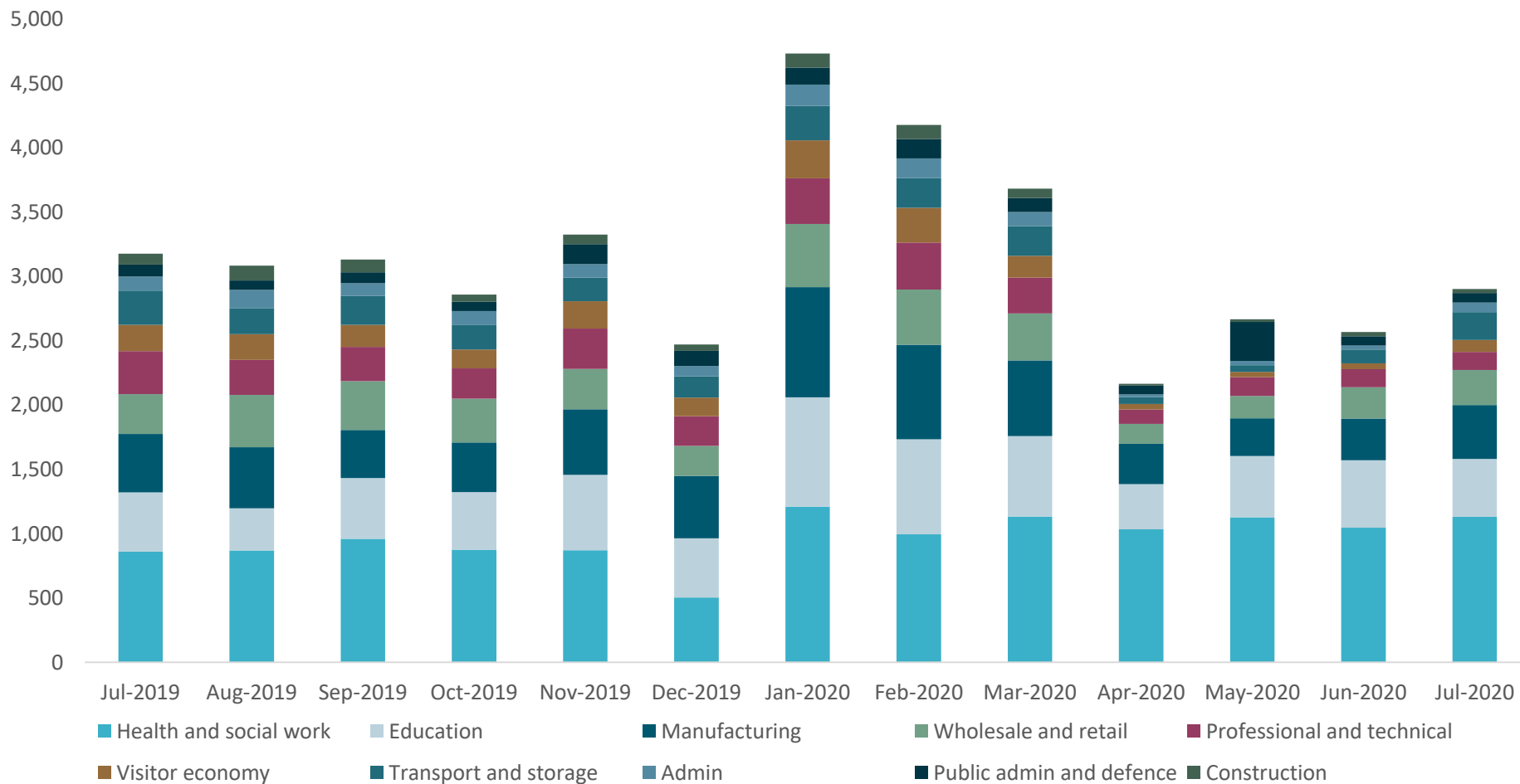


Source: Metro Dynamics Analysis of Google Community Mobility data

- Following a steep drop, essential and non-essential retail back to levels seen at the start of the year.
- This is better than other places, though boosted by tourism, so may not be sustained after September. A less positive way of looking at it is that even with the summer boom, things are only up to January levels – so pandemic is still hanging on recovery
- After a fall of 60%, workplace usage has stabilised around 30% below the pre-Covid baseline (again summer holidays have probably had an impact).
- This may pose a longer-term threat to town and city centres, with sustained change in working patterns towards home working taking consumer spend away from the high street.

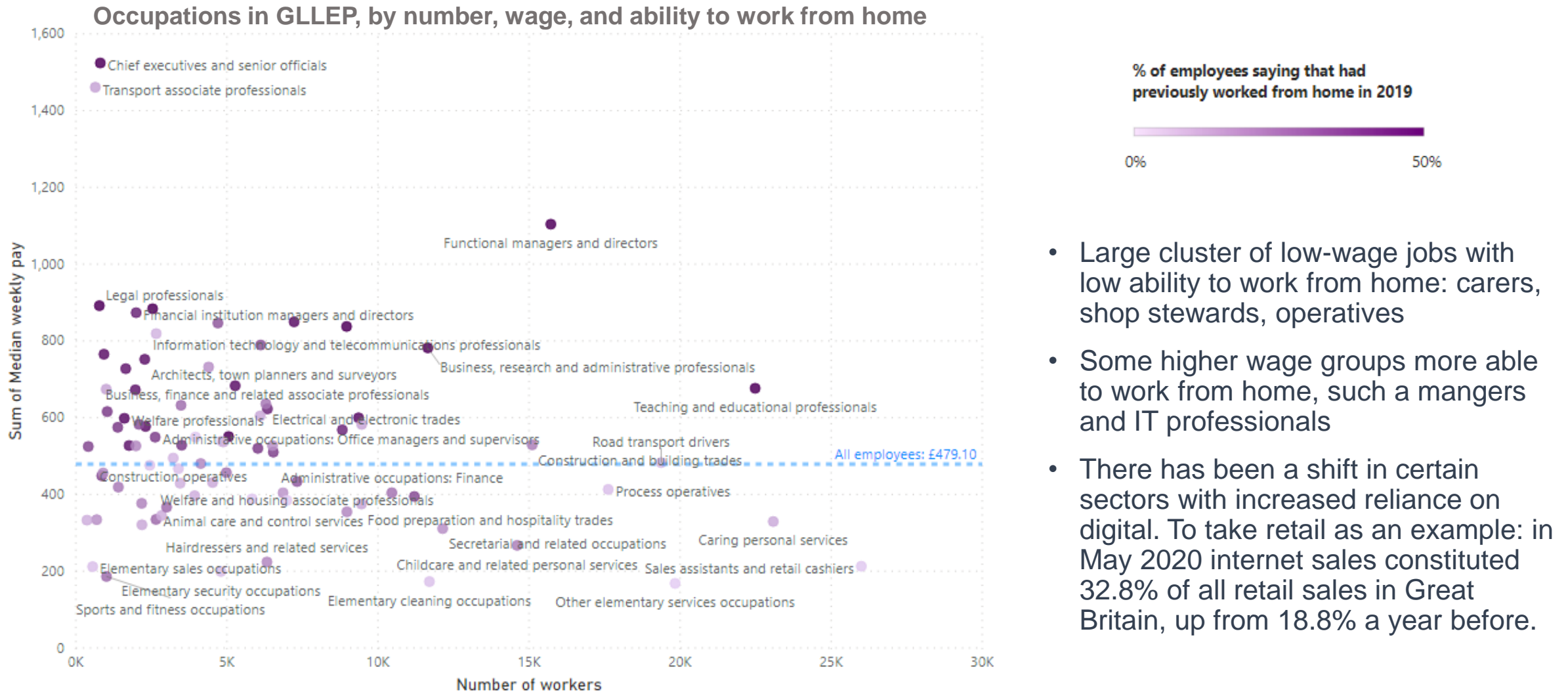
Vacancies in total have recovered but it may mask changes

Job Vacancies in Greater Lincolnshire LEP



- Vacancies are close to typical values for this time last year.
- This has been driven particularly by number of vacancies in the health and care, education, and manufacturing sectors of the economy. However, we are aware this masks challenges, such as low levels of apprenticeship vacancies.
- Low levels of recruitment into the visitor economy (accommodation and food) may reflect a lack of business confidence in this sector. Covid may have also led to temporarily lower internal and international migration
- Labour supply has been a persistent challenge for the area before Covid. It seems likely that some vacancies are remaining unfulfilled. The LEP's 'Pre-Covid Employment and Skills Analysis 2020' notes that many businesses find it difficult to fill vacancies in lower-wage, labour-intensive occupations like care workers and lorry drivers – occupations where EU workers are thought to make up greater proportions of the workforce.

While those who can work from home have been protected...



...frontline workers have borne the brunt of the first wave

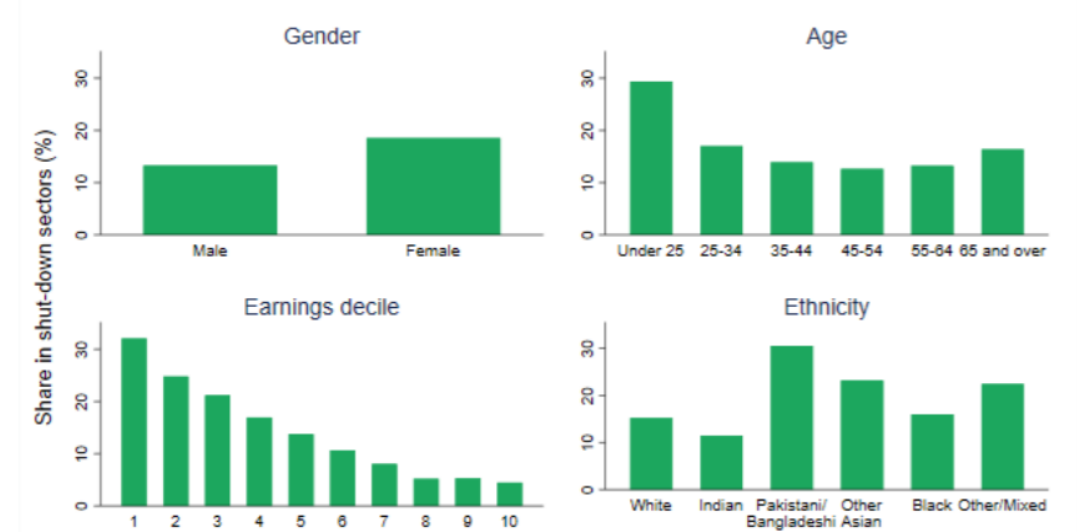
Sectors by GVA, employment, and UK proportion of workforce sick/self-isolating with Covid-19, 6th-19th April 2020



- Two of Greater Lincolnshire's big employing sectors – wholesale and retail and health and social work saw high rates of workers sick or self-isolating during the peak of the first wave in April. These higher contact roles mean workers are especially exposed.

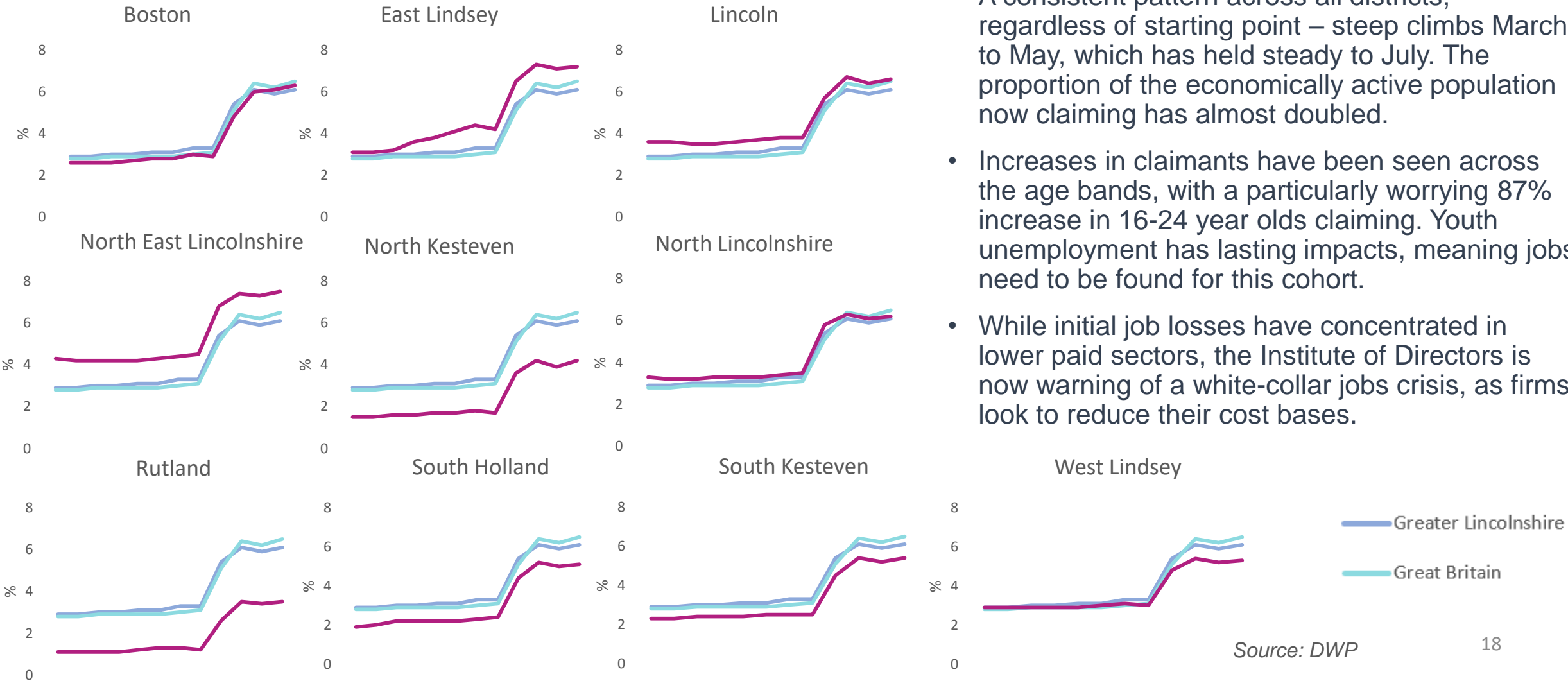
Which contributes to rising inequality

- Some commentators have discussed the likelihood of a “K-shaped” recovery – where some groups experience a quick recovery, while others suffer into the long-term.
- Jobs in lower-paid, lower wage sectors tend to have been more impacted, both in terms of health impact and loss of income. In June, the IFS found that: “excluding key workers, most people in the bottom tenth of the earnings distribution are in sectors that have been forced to shut down, and 80% are either in a shut-down sector or are unlikely to be able to do their job from home – compared with only a quarter of the highest-earning tenth.” They conclude that “The crisis is likely to leave many challenging legacies for inequality”. (*IFS publication: Covid-19: the impacts of the pandemic on inequality*).
- Women, those who are younger, and those of Pakistani/Bangladeshi origin have been especially affected. These are all groups which had generally lower incomes coming into the crisis.



And the hangover on unemployment is likely to last into the medium term

Proportion of 16-64 population who are claiming



And the new immigration system will likely be disruptive

	Greater Lincolnshire	GL's Priority Sectors
Total employment	454,500	310,960
EU workers	35,739 (7.9%)	25,466 (8.2%) ¹
Workers paid below £25,600	182,000 (40%)	124,500 (40%)

Gross weekly salaries of workers in Greater Lincolnshire²



- Greater Lincolnshire is a relatively low wage economy, ranking 35th out of 37 LEP areas in terms of gross weekly pay for full-time workers, and 10.5% behind the average pay across LEP areas.
- We estimate that a minimum of 40% of the workforce currently earns less than the £25,600 salary threshold. Greater Lincolnshire's economic growth is dependent, at least in part, on access to relatively low-wage labour.
- Much of this low-wage labour currently comes from the EU. There are at least 35,000 EU workers in Greater Lincolnshire, 8% of the total workforce. Migration into Greater Lincolnshire from the EU has continued after the 2016 Brexit referendum.
- As a proportion of total immigration Greater Lincolnshire (91%) attracts more workers from the EU than the East Midlands (73%) or the UK (68%). Data is hard to come by, but estimates suggests EU workers (particularly from Eastern Europe) mostly fill low-wage jobs.
- Some of these vacancies will be filled by domestic workers (particularly as Covid-19 is expected to increase the number of workers looking for new jobs), although the lesson from the agrifood industry's attempts to hire domestic workers to pick fruit and vegetables during Covid-19 is not promising: domestic workers were found to be 20% less productive than their EU counterparts, and few are expected to return for next year's harvest.

¹ This is a minimum estimate, since conventional labour market data does not capture things like seasonal work, where the majority of workers are EU migrants.

² This chart shows weekly gross earnings for Greater Lincolnshire. Wage data is for the East Midlands. 10% of workers are in each decile, while the columns represent the average wage for workers in that decile. The 50th percentile number is the wage of the median worker – in the chart above, that is £530 per week. The dotted line represents the £25,600 salary threshold for skilled migrants (which equates to £492 per week). Workers in deciles below this line are paid less than the salary threshold.



Greater Lincolnshire's response to Covid-19

Metro — Dynamics

The main priorities to take our economy forward

Features of the GLLEP economy pre-Covid...

Low productivity – 22.8% below UK average

Encouraging growth in key sectors

Low, but growing, spend on R&D

Labour shortages

Over 30% of workers earning below real living wage

Ageing population

... with the additional challenges and changes of Covid-19...

Rapidly rising unemployment and inequality challenges

Previous labour market recoveries have been slow

Varied local impact - rural and coastal reliance on tourism and farming

Change in working patterns towards working from home

Increasingly digital by default

An increase in firm indebtedness, as firms have borrowed to stay afloat

Mean our top priorities are...

Creating jobs, and raising productivity by focusing on our strategic opportunities

Encouraging innovation through grants, loans, and business support

Supporting people into employment, training and with skills progression, including digital

Supporting businesses to stay and grow here and attracting inward investment

Investing in physical and digital infrastructure to support growth and reduce inequalities

Improve quality of life & level up places to attract and retain residents and businesses

How Greater Lincolnshire has risen to the challenge

Partners across Greater Lincolnshire have been working together throughout the Covid-19 pandemic to support our local economy, business and workforce via a specifically convened business and economy working group, formally feeding into Local Resilience Forum for Lincolnshire. This group is comprised of economy and business leads from over 25 local authority, private sector, third sector and education organisations. Our actions to date include:

Supporting businesses with advice and grants:

- 20,500 businesses supported by the local authority district delivered grant payments (Small Business Grants Fund (SBGF) scheme and Retail, Hospitality and Leisure Business Grants Fund (RHLGF)). Over £238m in funding delivered, with over 92% of eligible hereditaments successfully paid.
- Lead of the East Midlands Growth Hub Cluster, with Business Lincolnshire scaling up covid19 specific support programmes.

Successfully securing Getting Building Fund submissions for £25.8m of funding for 7 shovel-ready projects.

Collecting and disseminating intelligence and data on our economy, to steer local decision making and submitting directly to Government.

Securing funding to respond to changing workforce demands and challenges, such as the extension to the Greater Lincolnshire Skills Capital Programme, to enable upskilling and diversification of residents by investing in equipment, technology, and buildings

Lobbying for additional financial support to key sectors such as horticulture, food sector and the education sector.

Seeking new ways of utilising existing and future funding streams, grants and loans to focus on recovery.

Leading a coordinated approach to communication with the business community; ensuring clear, timely and concise messaging shared across our partners.

Learning from past recessions

In looking at NUTS2 areas, both East Yorkshire and Northern Lincolnshire have still not yet recovered from the post 2008 recession. The rest of Lincolnshire has done better, but still took twice as long as the national economy to recover from the last recession.

However, the labour market in Lincolnshire recovered faster than the national average following the last recession and the region has similar levels of youth unemployment and worklessness to England.

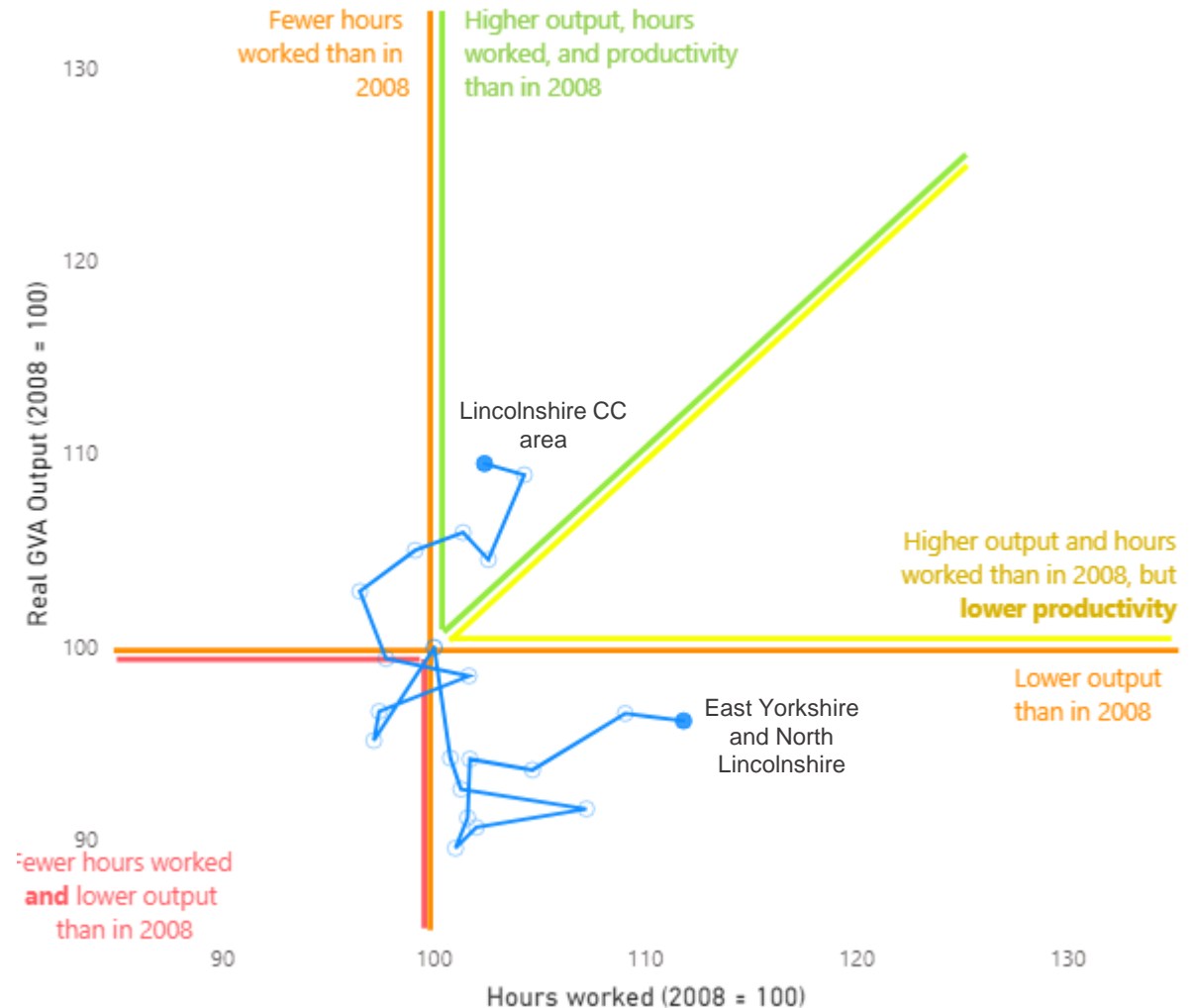
The economy is heavily dependent on trade and a high proportion of trade is from the EU, increasing vulnerability to potential changes to the UK's trading environment.

Supply chain embeddedness is high, but R&D spend is low and the economy is amongst the least complex in England. This may mean the area is more susceptible to economic shocks.

With large agricultural, manufacturing and visitor economy sectors, a high number of jobs are at risk of industrial change.

All this means that we need to learn from the past, to do more to ensure that this time, the area recovers quicker and grows faster

Output and hours worked, expressed in terms of output and hours in 2008





Responding to Covid-19 by seizing Strategic Opportunities

Metro — Dynamics

Agrifood



Our Ambition

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

Covid-19 impact

- Both Covid-19 and Brexit will have a significant impact on the labour market, reducing the ability of firms to recruit internationally. The proposed cap on seasonal migrant workers is seen to be far too low, while recruitment efforts with British workers have been mixed, with reduced productivity
- Related labour market pressures are driving interest in automation processes
- Covid-19 shifted the focus of production within the sector from food services (ie restaurant) to supermarket production, which has impacted the product mix, while long supply chains have suffered
- Higher retail costs due to social distancing are likely to kick back up the supply chain, putting pressure on mid-tier firms
- The end of the common agricultural policy and future trade deals may expose businesses to increased competition

We have already

- Secured funding for the Holbeach Food Enterprise Zone Phase 2
- Supported Saga Robotics, based at the University of Lincoln's Riseholme Campus, who have raised 9.5 million euro from venture capitalists to expand its development team and growth programme
- Offered to develop a sectoral plan for Horticulture in partnership with Government

Our priorities for years 1-5

- **Accelerate delivery of digital service innovation for the Holbeach, Hemswell and Europarc Food Enterprise Zones** and the National Centre for Food Manufacturing, as well as the Lincoln Institute for Agrifood Technology and Grimsby Food Refrigeration & Process Engineering Research Centre (FRPERC), led by the Food Board
- **Create a soft landing for inward investors**
- Secure the delivery of a **5G rural pilot for the food sector**
- Support more tech startups focused on agrifood tech
- Investment in sustainable food production and research
- Accelerate uptake of automated agri-food processes with businesses who are willing to invest
- Support school leavers to enter careers in agrifood innovation
- Implement an Agri-grants Programme

Energy



Our ambition

Greater Lincolnshire will become an innovation test bed for clean energy and water technologies in clean energy generation, storage and distribution, and maximise benefits from the energy cluster by adopting new 'whole of system' thinking to manage energy and support industrial decarbonisation.

Covid-19 impact

- Long-term changes in working patterns may impact the requirements for energy at different times of day – with potentially fewer peaks and more dispersed demand as working hours become less routine.
- Brexit poses a threat to some of the more energy intensive sectors on the Humber Bank, especially the chemicals sector, by increasing the cost of imports which input into the supply chain. Moving to a UK-based regulation system is a threat to small businesses, with warnings from the Chemical Industries Association of a £1bn cost to duplicate the regime.

We have already

- Secured £4.4m funding for the Killingholme Pumping Station as part of the Getting Building Fund. This will allow further development and investment on the South Humber Bank (the UK's biggest enterprise zone by area) and attract more UK manufacturing for the offshore wind sector by protecting industrial land from flooding.

Our priorities for years 1-5

- **Redevelop the Theddlethorpe gas terminal, move to carbon neutral energy production, guaranteeing long-term employment and clean energy**
- Support the bid to government for decarbonisation of the Humber Estuary industrial cluster starting with implementation of the decarbonisation route map for the Humber. This will bring forward proposals for Carbon Capture, Usage and Storage and hydrogen fuel switching for industry, as well as energy storage proposals.
- Support the emerging clean aviation sector, by backing the Velocys Aviation Fuel project
- Work with the Offshore Renewable Energy Catapult to put Greater Lincolnshire at the heart of this key sector
- Support the Greater Lincolnshire energy testbed proposal
- Establishing an umbrella task force to build a coherent strategy and enabling framework to deliver Local Areas Energy Plans (LAEP), which will deliver energy solutions for both places, and other growth sectors that are constrained
- Work with Anglian Water, the Environment Agency, and others to develop an integrated water supply and flood risk management approach.
- Work towards becoming the UK's largest manufacturer of offshore wind components.
- Support the bid to Government for funds to support accelerated low carbon energy innovation for ORE Catapult and Velocys

Ports and Logistics



Our ambition

Greater Lincolnshire will maximise the strategic advantages of its ports by leading their transformation into one of the most smart, clean and efficient port clusters in the world, leveraging greater value from the ports by handling increasing volumes of trade, and attracting more value-added manufacturing activity.

Covid-19 impact

- During lockdown, there was a brief fall in the number of heavy good vehicles around Immingham port. However, this has now mostly recovered.
- Covid-19 has led to questions around international trade, with evidence that a reduction in cross-border trade may be likely, as well as a realignment of supply chains as resilience is prioritised over efficiency
- An increase in online shopping as a proportion of the total value of revenue spending from 19% in February to 32.8% in May has resulted in more delivery driver activity. The extent to which this is converted into a long-term increase in the need for delivery capacity has yet to be seen.
- Brexit will have clear impacts on volumes of trade and product mix. The final impact will become clear as the terms of a trade deal are agreed (or not agreed) with the EU, and as other trade deals (e.g. with Japan) come forward.

We have already

- Begun developing plans for freeport status on the Humber

Our priorities for years 1-5

- Deliver **freeport status for the Humber and northern Lincolnshire**, bringing in Humberside airport as well. This will spur growth in local manufacturing firms by expanding the trade in intermediate goods.
- Develop a proposal for a Centre for Food Logistics based around the Boston port, providing training in logistics, and allowing agrifood firms to import inputs close to home reducing costs
- Support and Contribute to the Productivity Plan for the Trans-Midlands Trading Corridor (A46 and Humber Ports), led by Midlands Engine
- Utilise and encourage 5G technology uptake to streamline movements of goods and produce across borders

Visitor Economy

Our Ambition

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

Covid-19 impact

- The lockdown and curbs on travel has produced in effect three successive winters damaging a highly seasonal economy, although domestic tourism has supported many of Greater Lincolnshire's seaside resorts, with a late staycation bonus for the area.
- The visitor economy sector is heavily reliant on the national furlough scheme and will likely see substantial redundancies as this is phased out.
- The long term viability of the sector's businesses is impacted by restrictions on functions such as weddings and business events, likely to be one of the longest lasting curbs on activity

We have already

- Put together proposals to designate Greater Lincolnshire as a Tourism Zone
- Begun an autumn local and regional marketing campaign
- An extensive redevelopment of www.visitlincolnshire.com to Inspire and Inform

Our Priorities for Years 1-5

- Achieve Tourism Zone status by preparing and championing a proposal through the LEP, and deliver the Tourism Action Plan, the key theme of which is 'Outdoors Lincolnshire', particularly cycling and walking. Through this, present Greater Lincolnshire as a premium destination offering the perfect blend of city, coast, and country.
- Support sustainable tourism as an overarching theme and fitting with the Green Masterplan work
- Capitalise on greater demand for domestic tourism and recent investment projects (such as the Lincoln Castle regeneration, the North Sea Observatory and the Grimsby fishing heritage centre) by refreshing marketing offer
- Improve the digital offer and use that to create packages that make booking easier for visitors, including promoting the use of the TXGB booking system developed by Visit England
- Continue to improve transport connectivity, especially for cyclists, as part of a plan to extend the tourism season to build security for the sector
- Upskilling the Visitor Economy workforce to boost productivity
- Continue to improve the Visitor Offer: plans at Doddington Hall, Grimsthorpe Castle, RSPB Frampton Marsh, Fishing Heritage Centre and improvements to the natural coast offer

Defence



Our Ambition

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

Covid-19 impact

- The defence sector is less likely to be as directly affected by Covid or Brexit as some other sectors. However, as government looks to rebalance public finances after the pandemic, it is possible that defence spending will be diverted to health and care.
- At the same time, growing international tensions may point to a need for greater military investment and overseas involvement worldwide in the medium-term future
- The prospects for firms in the defence aerospace supply chain which also supply the civil sector have worsened, with aviation being one of the most deeply hit sectors.

We have already

- Established relationships with MoD contacts on every site in Lincolnshire
- Through the FDI key account management (KAM) programme, worked with the Department for International Trade (DIT) to support foreign owned defence companies with specific labour force, business space, or other needs.

- Secured funding for an R&D institute at the Lincoln Science and Innovation Park, aligned to local defence speciality and latent skills among military personnel and the nearby ISTAR HQ
- Confirmed the long term base for Red Arrows will be in Greater Lincolnshire

Our priorities for Years 1-5

- Establish a strategic board for defence, comprising specialist public and private sector representatives, to drive this sector forward in Greater Lincolnshire.
- Continue to support defence businesses with room to grow outside of the military compounds, deepening their engagement with Greater Lincolnshire, and raising the profile of the often low-key defence sector
- Through the next phase of the Lincoln Science and Innovation Park (LSIP), develop a detailed understanding of the specific needs of the defence sector, which can be lost in other sectoral data
- Retain skilled former defence industry workers within Lincolnshire, converting their skills into productive output.
- Redevelop and repurpose former defence assets and estates

Health and Care



Our ambition

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

Covid-19 impact

- This sector has been brought to the fore of national debate due to Covid-19, with politicians endorsing the vital importance of carers and a groundswell of public support witnessed over the pandemic
- However, the pandemic has created a backlog of operations and consultations, leading to poorer health outcomes for other conditions. There is also the very real risk of a big increase in cases combining with normal winter pressures to potentially overwhelm local health services.
- Inadequacies in the social care system have been especially exposed, with the use of agencies and underfunding being scrutinised. The government has reiterated its commitment to finding a more sustainable solution for social care, though a date for a white paper is still unclear.
- Across Health and Care, Covid and Brexit add to already significant strain on labour supply, with international workers returning home before lockdown, and Brexit wage thresholds threatening the supply of workers, many of whom are low paid. If Brexit has a negative impact on pharmaceutical supply chains, that could potentially pose a threat to the delivery of care.

We have already

- Secured £1.3m of funding for the Centre for Innovation in Rural Health as part of the University of Lincoln's medical school. This will incorporate state of the art laboratories and allow for knowledge transfer with business.
- Begun an investigation into joint promotional activity to engage people into health & care, from other sectors
- Promoted joint working with the National Centre for Rural Health & Care, Lincoln International Institute for Rural Health, and National Centre for Organisation Resilience

Our priorities for years 1-5

- Deliver the Centre for Innovation in Rural Health, working with practitioners across Greater Lincolnshire to convert research into better health outcomes for all residents
- Pioneer new and innovative models of rural health delivery in partnership with the Centre for Ageing Better
- Work to build the resilience of the sector in light of changing migration rules, starting with a review of early years and nursing home capacity and resilience
- Utilise Midlands Engine funding for mental health work with local companies in places, through an accessible website



Responding to Covid-19 across the five foundations of productivity

Metro — Dynamics

Ideas



Our Ambition

Broaden and deepen the base of innovating firms in Greater Lincolnshire, aligning innovation with the priority sectors, and trebling the level of innovation investment in the region

Covid-19 impact

- COVID-19 puts strain on the higher education sector, a key innovation partner, with domestic and international student intakes in flux
- The ongoing and severe economic downturn risks reducing private R&D spend, with firms having to focus on paying off debt ahead of investing for the future
- COVID-19 has sparked Government interest in funding innovation, which is an opportunity for Greater Lincolnshire, which has traditionally lagged

We have already

- Secured funding for the Holbeach Food Enterprise Zone Phase 2, a hub of agri-food innovation
- Secured funding for Lincoln Science and Innovation Park Phase 2, with innovation focussed floorspace and a defence focused R&D institute

Our key priorities for years 1-5

- Support digital uptake in business, **delivering a Made Smarter Digitalisation Pilot for Business, starting with a pilot focused on manufacturing and food businesses**
- Boost advanced manufacturing, helping firms move up the value chain and invest in automation and digitisation through capital grant and loan schemes
- Establish a partnership with Innovate UK to support businesses to invest in new technology
- Work to maintain graduates within Lincolnshire; establishing a Graduate Internship Scheme with local universities
- Provide support for firms to adopt existing innovations from elsewhere, or commercialise their own R&D, building an innovation ecosystem which allows business, universities, and applied research institutions to better co-develop innovation and transform business practice.
- Secure funding for an ORE Catapult to establish an Offshore Wind Operations and Maintenance Centre of Excellence in Grimsby, to provide next generation testing for offshore wind components

People



Our Ambition

Enable all residents to reach their potential in the local labour market and participate in a flourishing and inclusive economy, working through the ESAP Board

Covid-19 impact

- Covid will likely lead to a significant increase in the unemployment rate. This will create a need for retraining into new roles, as the economy adjusts. It is also (as noted earlier) likely to widen inequality between different groups.
- Skills programmes may be disrupted through Covid related curbs on activity, and pressures on business cash-flow will reduce investment in training
- Shifts in commuting patterns may alter the balance of Greater Lincolnshire's workforce, an opportunity to attract high-skilled workers who may have increased the proportion of time they spend working from home.
- Many inequalities are being exacerbated. These include between men and women, where lack of childcare provision has affected women especially, and between those with and without digital skills & access to digital infrastructure.

We have already

- Secured funding to extend the Greater Lincolnshire Skills Capital Programme
- Extended ESF training and support schemes to 2023, so that those at risk of redundancy, people who are out of work, and those furthest away from the labour market can benefit from tailored help and support.
- Developed a virtual Recruitment and Careers platform (planning to launch

in November)

- Worked with schools to develop new remote ways of support provision, so that young people receive good quality employment information

Our Priorities for years 1-5

- Ensure swift and effective implementation of government schemes, starting with the kickstart fund to support young people into work. The LEP will bring together local partners to support placement co-ordination
- Removing barriers to people getting back to work, for example childcare provision, inadequate and inappropriate homeworking facilities, lack of basic and digital skills and transport.
- Support the community and voluntary sector in the vital work they are doing to help the most vulnerable.
- Increase apprenticeship opportunities for people of all ages by launching a Levy Transfer Scheme and exploring with Government ways that small businesses can engage.
- Launch and deliver the Institute of Technology with a hub and spoke model across Greater Lincolnshire so that all residents can benefit from the additional and higher level technical and digital training.
- Through our SAP Programme and work with DfE ensure that skills provision is employer led and that SMEs are able to access the local training courses that equip residents with the skills necessary to apply and fill local vacancies.
- Continue to support our training institutions to deliver the skills that our young people and adult need, including finding new and innovative ways to deliver vocational and work-related experience, skills and training.

Plus a new flagship workforce development and employment scheme (see overleaf)

Workforce Development & Employment Programme

Government has announced a number of new employment initiatives, but we need to do more. Our employment landscape is different to other areas, and figures show that a much larger proportion of our workforce are employed by SMEs than the national average: 45% of employment here is in businesses with fewer than 50 employees.

We want to explore, with government and partners, a locally enhanced workforce development and employment programme focused on some of our more exposed sectors where there are may be future skills shortages. Potentially covering:

- Agrifood, Health and Care, Visitor Economy, Manufacturing, and Ports & Logistics.
- Jobs & training for 15,000 people (if unemployment rises to 10% across GL, that will add 32,250 jobless).

Covid and Brexit

We know that Covid will likely lead to a significant increase in the unemployment rate. The extent of this is not yet known and will likely become clearer as the furlough scheme winds down. We need to prepare for this. At the same time the UK's new points-based immigration system creates the potential for substantial labour market disruptions in Greater Lincolnshire, at least in the medium term while businesses adjust.

As a relatively low-wage economy, the introduction of the £25,600 annual salary threshold is of particular relevance to Greater Lincolnshire. We estimate that at least 40% of the workforce currently earns less than the £25,600 salary threshold. Much of this low-wage labour currently comes from the EU. There are at least 35,000 EU workers in Greater Lincolnshire, 8% of the total workforce. Some businesses may face skills shortages as the system launches in 2021.

A scheme focused on SMEs

Two of our previous programmes, our Skills Adviser Pilot and our Recruitment Adviser Pilot have shown that there is a need for support for our SMEs in the area of workforce development, recruitment and employment, that would increase the number of and quality of available jobs and careers. We want to build on these pilots.

In order to ensure that there are good employment opportunities over the next 5 years,

we want to support our SME employers with a range of the challenges that they face that will otherwise impact on the opportunities available for people.

- Labour shortages due to Brexit and automation
- Displacement caused by Covid
- Lower wages
- Lack of demand for training and higher level skills that could increase productivity
- Confusion about the different employment and training schemes and how they are funded

Design principles

- Ensure that the new employment initiatives are targeted towards those businesses whose need is most acute, and support people across the whole of Greater Lincolnshire
- Work with DWP and other partners to roll out the programme of monthly online Jobs and Careers Fair, linking employers and people
- Work with sector leads and DWP to develop a local job matching programme that works, (for example a scheme to support ex- RAF personnel into engineering roles or displaced chefs into the food manufacturing industry).
- Rapid data sharing on UC, to get accurate picture both of quantum and location of actual people to target for support
- Complement it with an all-ages recruitment drive for Apprenticeships, supporting employers to create new roles in the target sectors
- Provide support to employers to create good employment opportunities through a new flagship Workforce Development programme to overcome some of the challenges they face
- Build on existing one-stop advice and support (physical and/or virtual) from enhanced team of sector employment advisers, co-located with JCP and Council services to recruit scheme entrants.
- Intelligence identification and evidence-based job placement and matching – working with employers and businesses in the region

Business Environment



Our ambition

Create a supportive business environment for entrepreneurs, micros and SMEs to grow and become more productive and resilient

Covid-19 impact

- Supply chain challenges as import & export schedules are disrupted
- Manufacturing sector estimated fall in output of 55% in the second quarter and sector has used furlough extensively.
- There are an increasing number of entrepreneurs as people explore new self-employment opportunities.
- There is higher demand for shorter-term digitisation /marketing and product development projects and less for productivity and capacity building projects
- We have seen issues around access to finance & cashflow; an upsurge for capital injections for growth sectors, less cash in businesses to prepare for future shocks
- Remote working has seen significant opportunities for digital sector, but also challenges from digital and mobile phone infrastructure; home working will impact commercial premises and towns centre vibrancy
- Moving forward, businesses will need to adapt to the UK's new points-based immigration system

We have already

- Led the East Midlands Cluster Covid Business Support response and recovery plans
- The Business Lincolnshire Growth Hub has operated the Government's Tourism and General Business Kickstarter Grants, and utilised ERDF Digital grant funding to help fund equipment to support homeworking implementation.
- Developed new pilot programmes including the Transformation Manufacturing, Supply Chain Development, Business Resilience and Peer Network Programmes,

and created a new Greater Lincolnshire Manufacturing Network in partnership with the University of Lincoln

Our priorities for years 1-5

- Support the digital transition and I4.0 through **Greater Lincolnshire Fibre to Premises Programme for Industrial estates** and look to maximise available and emerging technologies and business efficiencies.
- Facilitate support such as bid-writing, signposting to useful resources and organisations such as the British Business Bank, and growth hub funding for businesses facing three major challenges:
 - Immediate cashflow problems
 - Excessive levels of debt, which will likely hang on investment for some time
 - Workspace challenges around adherence to social distancing
- Draw in inward investment through a local internationalisation strategy, taking advantage of opportunities provided by Brexit.
- Deliver the tailored business support offer for GL manufacturers and digital businesses, including the Manufacturing Network and supply chain development
- Work with the University of Lincoln to deliver the Productivity Hubs programme - creation of series of hubs in Greater Lincolnshire with and accompanying Accelerator programme and seed funding competition
- Upskilling Management & Leadership, increasing business confidence to innovate and review business models and job roles.
- Grow the Team Lincolnshire ambassador network to provide business to business support and open up opportunities for collaboration and innovation

The above will be critical to support businesses to reduce reliance on low wage European labour (see overleaf)

Supporting Greater Lincolnshire's businesses to meet the labour market challenges of Brexit

Government is committed to the new points-based Immigration system, which may have adverse consequences in the short to medium term given the make-up of the area's labour market. Greater Lincolnshire will look to support businesses in the transition to the new system in three ways.

1

Promote awareness

Promote awareness throughout the business community about the coming changes and the potential implications, targeting communications at the sectors and businesses identified in this report as being most at risk of substantial disruption.

Businesses are fatigued by Covid-19 and there may be a perception that Brexit presents less of a challenge than Covid-19 has done so far. However, the challenges are different, and a business surviving Covid-19 is no guarantee that it will survive Brexit too, particularly since most businesses enter 2021 in a weakened and rapidly altered position.

To adapt and overcome to the disruptions Brexit will cause, businesses must be preparing now.

2

Advocate for targeted policy change

Advocate for targeted policy change which addresses the most acute and time-sensitive issues facing Greater Lincolnshire's priority sectors:

- an extension and expansion (or replacement) of the Seasonal Workers Pilot
- the inclusion of aged care / social care workers in the Health and Care Workers Visa
- Review of the Shortage Occupation List to include more occupations which are of most relevance to Greater Lincolnshire's priority sectors

3

Prepare for the longer-term reality

Assist businesses in making the decisions required to update business models and practice.

- Businesses will not be able to rely on EU workers to fill low-wage jobs. Jobs need to be either made more attractive to UK nationals (through, for example, better wages and working conditions), or eventually made redundant through investment in technology. GL needs to encourage businesses to innovate wherever possible, alongside taking a flexible and changing approach to job roles
- Employer led skills provision, ensuring the local training courses equip residents with the skills necessary to apply and fill local vacancies
- Build an innovation ecosystem which allows business, universities, and applied research institutions to better co-develop innovation to transform business practice.

Infrastructure



Our ambition

Develop the infrastructure needed to support business growth, connect people, and be prepared for future growth and challenges

Covid-19 impact

- Lockdown has significantly changed the way we move around. Use of motor vehicles fell by 65%, buses by almost 90% and rail use by 95%. At the same time cycling has become much more popular, with usage peaking at 2.5 times the baseline values at the end of May.
- Since then, motor vehicle usage has returned to close to baseline levels, and cycling has declined, although remains above average.
- Use of public transport modes, however, remains below half of its pre-Covid level, and on the current trajectory will take a very long time to return. As a result, Government has had to heavily subsidise these modes of transport
- Internet use has also increased during lockdown, with users spending a quarter of their waking day online (Ofcom). Digital infrastructure has generally been able to cope with this, although workers in remote areas have found it particularly hard to keep working.

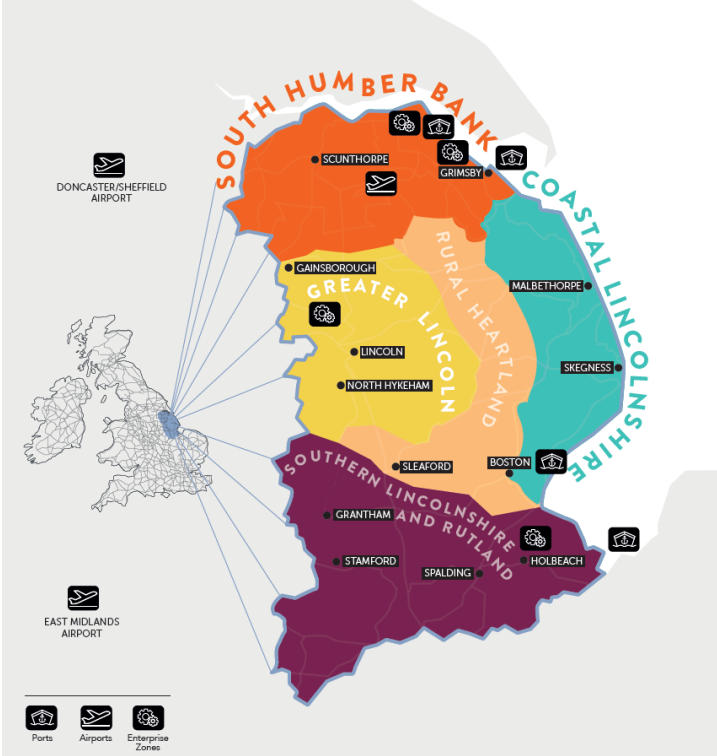
We have already

- Secured £4.4m funding for the Killingholme Pumping Station as part of the Getting Building Fund. This will allow further development and investment on the South Humber Bank (the UK's biggest enterprise zone by area) by protecting industrial land from flooding.

Our priorities for years 1-5

- **Delivery of Greater Lincolnshire Strategic Infrastructure Delivery Plan, with the priorities being North Hykeham Relief Road, the A46/A15 enhancements, and A1 upgrades to Motorway standard**
- Deliver cycling upgrades, alongside a targeting marketing programme to ensure Lincolnshire is recognised as a UK centre for cycling.
- Work with Anglian Water, the Environment Agency and other partners to try to guarantee flood resilience into the long-term for Greater Lincolnshire.
- Deliver full coverage of 4G mobile to ensure no 'not spots' remain and encourage rollout of 5G across all of GL
- Support the enhancement of transport connectivity through improved east to west and market town connections, while designing EV connectivity into new developments, and improving rail connectivity.

Place



SOUTH HUMBER BANK	
Strategic Opportunities	Requirements for growth
<ul style="list-style-type: none">• Energy and water• Ports and logistics• Advanced manufacturing	<ul style="list-style-type: none">• Skills development• Labour market support
COASTAL LINCOLNSHIRE	
Strategic Opportunities	Requirements for growth
<ul style="list-style-type: none">• Agrifood• Defence	<ul style="list-style-type: none">• Access to skills• Better infrastructure• Flood defence
GREATER LINCOLN	
Strategic Opportunities	Requirements for growth
<ul style="list-style-type: none">• Health and care• Visitor economy	<ul style="list-style-type: none">• Sustainable housing• Innovation drivers
RURAL HEARTLAND	
Strategic Opportunities	Requirements for growth
<ul style="list-style-type: none">• Health and Care• Visitor economy	<ul style="list-style-type: none">• Access to skills• Infrastructure
SOUTHERN LINCOLNSHIRE AND RUTLAND	
Strategic Opportunities	Requirements for growth
<ul style="list-style-type: none">• Agrifood• Defence	<ul style="list-style-type: none">• Sustainable housing• Flood Defence• Freight Links• Climate Mitigation

Our ambition

Capitalise on the dispersed economy to create a leading polycentric, productive economy.

Covid-19 impact

Right across Greater Lincolnshire, towns and high streets are at the heart of our place strategy. We know retail and hospitality have been especially hard hit, and that many of our high streets came into this crisis in an already weakened position.

Our priorities for years 1-5

- Deliver the **High Street Fund bids for Greater Lincolnshire Towns**, and align place-based investment strategies to these and town funds.
- Develop local co-working spaces across the area, starting with a review of available high street spaces for creative new uses such as co-working space, encouraging young entrepreneurs to open up businesses, and working with central government on towns investment plans.

The next few slides set out the five spatial corridors. Greater Lincolnshire possesses an attractive quality of place offering, with low population density, plenty of rural space and built up areas.

Each spatial corridor has different opportunities and challenges which must be supported and nurtured. The larger urban areas provide diverse heritage, industry and living which can and should be supported through the recovery plan and local industrial strategy. Taken together this will ensure quality of place and future vitality across coastal, market, and industrial towns in Greater Lincolnshire.

Place: The South Humber Bank

The South Humber Bank has an array of economic strengths with significant opportunities in decarbonisation and advanced manufacturing. There are significant opportunities within the area with the decarbonisation of strategically important industries like steel, oil refining and chemicals, building on the clusters of energy production that are already in place to grow investment and jobs in the low carbon sector.

Covid-19 impact

- During the crisis, the ports have been nationally important, and keeping the flow of goods moving into the country has been a critical priority
- The health impacts of Covid in the South Humber area have been well contained compared to other areas of the country, however the economic impacts have hit the area, exacerbating some pre-existing labour market and socio-economic challenges.
- The area has significant polarisation in terms of deprivation, so a focus on workforce and skills is required to 'level up' the area.

Priorities include

- Secure a **Humber Freeport** which includes the South Bank Ports of Grimsby, Immingham and Able which will attract FDI and local business growth through incentives and investment opportunities
- Continue to promote and secure investment in our Enterprise Zones, in particular the Stallingborough Interchange site which has its first building under construction now.
- Build on progress made on local town centres, encouraging investment through the Stronger Towns Fund (Grimsby and Scunthorpe) and focus on the regeneration of the towns with industrial heritage.
- Promoting the Humber Energy Estuary – supporting the growth of the offshore wind industrial cluster, and the development of the Decarbonisation Cluster
- Deliver a partnership-based approach to increased unemployment and economic inactivity with a particular focus on more deprived communities, individuals with lower skills, and workers who may be more adversely affected by Covid
- Support the area to become the UK's center for low carbon energy generation, with pilot projects that test new technologies such as hydrogen fuel.

Place: Southern Lincolnshire and Rutland

Although dominated by food production, logistics and agri-tech businesses to the East, Southern Lincolnshire also has a diverse small business base, high quality of life and major ambitions in relation to housing and addressing poor infrastructure in Rutland, South Kesteven and South Holland. This makes the area well positioned to capitalise on new working practices and proximity to London to boost the inward investment offer of the local area in a post Covid environment.

Covid-19 impact

- The nationally important food corridor across Southern Lincolnshire has played a major role in keeping the UK fed throughout the pandemic, though the rapid shift in demand from food service to food retail has placed a significant strain on the local business base, with horticulture also taking a hit.

Priorities include

- Building on the successful development the **Food Enterprise Zone**, developing a 'Food Valley UK' concept and making the area an attractive landing spot for vertical growing and glasshouse expansion
- building on Rutland's strengths in the visitor economy sector
- Ensuring that there is a labour pool that can deal with changing consumer demands of the food industry, particularly post-Brexit
- Improving road and rail connectivity to remove car dependency and support the efficiency and environmental sustainability of the logistics industry
- Delivery of the St Georges Barracks Garden Village in Rutland
- Improving digital infrastructure and power utilities access
- Delivering the Spalding Western Relief Road
- Securing inward investment and contributing to reducing national reliance on food imports

Place: Greater Lincoln

The city of Lincoln has shown strong recent growth and development enhancing its status as a cultural and technology centre for the local area. Recent developments such as the Lincoln Science and Innovation Park, Medical School and Cathedral Connect have significantly strengthened the city's work, living, educational and cultural offer. There is a drive to ensure Lincoln is at the heart of digital technology for local area; building on its strong defence assets, whilst levelling up the City and key towns such as Gainsborough

Covid-19 impact

- The City of Lincoln has been particularly impacted during covid19, with reliance on its University, visitor economy and the high street; and as the local administrative and health centre for the area.
- However there are imminent threats to the high street, and high levels of inequality in and around the City which could be exacerbated. Outside of Lincoln, there is a need to support town centres such as Gainsborough.
- Mitigating ongoing impacts of social isolation is a priority, through improving connectivity.
- There are opportunities to leverage revenue contribution towards reduction of carbon footprint against mainstream capital projects.

Priorities include

- Encourage investment through the Stronger Towns Fund (Lincoln) and focus on the regeneration of Gainsborough.
- **Infrastructure priorities: North Hykeham relief road, A46/A15 upgrades, rail enhancements from Newark to Lincoln**
- **Anchoring a defence cluster around the Lincoln Science and Innovation park**
- **RAF Scampton redevelopment**

Place: Coastal Lincolnshire

The Skegness, Mablethorpe and Boston town deal investment plans contain innovative proposals, which showcase new ways of living, working and supporting our vulnerable communities in relatively isolated settlements, while the Cleethorpes regeneration project has secured over £7m of investment in the town. Unlocking of development sites is more difficult on the coast, and one major focus is on the implementation of local development orders to simplify and speed up the planning process which has hampered growth and diversity within the coastal business base which is so critical at this time.

Covid-19 impact

- Reliance on retail and hospitality in our coastal economy means that the place is one of the most economically at-risk parts of the country due to Covid-19.

Priorities include

- Mitigating damage to the visitor economy sector in the medium term whilst facilitating start-up enterprise.
- Capitalising on greater demand for domestic tourism and recent investment projects by refreshing marketing offer, the **Tourism Action Plan** and the development of a Greater Lincolnshire wide Designated Marketing Organisation
- Encouraging coastal investment through the towns fund - enhanced local trading with the Connected Coast town deal investment plan central to economic plans
- Unlocking key development sites and implement local development orders
- Facilitating start-up enterprises locally
- Convening businesses and encouraging enhanced local trading.
- Effective utilisation of the towns fund to aid in the regeneration of designated towns
- Investing in skills to address challenges of inequality

Place: Rural Heartland

The advancement of digital technologies as a workplace tool provides our rural heartland with significant opportunities to attract business and investment, and maintain increased spending within local economies. However there is a major challenge in our rural heartland to ensure that connectivity meets the demand of both the community and business. Town centres, such as Sleaford and Boston (via Town Deal) will need to refresh and diversify their vision, and their SME-heavy business base needs to be supported.

Covid-19 impact:

- Whilst the rural areas of our place have been relatively unaffected in health terms by Covid-19, the economic measures imposed have made some communities even more isolated and have drawn into sharp focus the need for enhanced connectivity measures into communities.

Priorities include:

- Delivering cycling and walking route upgrades, along with a targeting marketing programme to ensure Greater Lincolnshire is recognised as a UK centre for cycling.
- Facilitating start-up enterprise locally
- Achieving full coverage of 4G mobile to ensure no 'not spots' remain
- Facilitating start up enterprise
- Identifying the scope for local trading
- Repurposing of existing business spaces and the prospect of local hubs within settlements from villages to larger market towns
- Support fibre broadband uptake; especially with the difficulties around FTTP (Fibre to the Premises) in rural areas
- Support growth of micro-businesses and encourage inward investment

Measuring progress

Metro — Dynamics

Five year outputs

Leveraging GL's Strategic Opportunities & economic strengths

In five years....

...the most advanced food and farm technology will be found in Greater Lincolnshire, with the creation of the UK's first Food Valley

Agrifood

...we will reduce CO2 emissions by 50% on 2005 levels while protecting jobs in the energy sector

Energy

...we will be home to the UK's biggest freeport, by volume and value of trade

Ports and Logistics

Visitor Economy

...we will have an established Tourism Zone, halving the shortfall between visitor numbers for peak and non-peak times

Defence

...we will have established a distinct Defence cluster, visible on the ground and in national statistics

Health and Care

...health solutions developed in Greater Lincolnshire will be being rolled out in rural and ageing communities across the UK

Supporting the whole economy through the five foundations of productivity

In five years....

...a quarter of firms will be undertaking R&D activities

Ideas

...the number of claimants will be back down below 3% in all districts by supporting quality jobs with career progression.

People

...all businesses will be operating in a connected environment supported by a package of business services that will help stabilisation and growth

Business environment

Infrastructure

...we will have moved 10% of car users into more environmentally friendly modes of transport

Places

...we will bring vacancy rates down to below 10% in every town through adopting new uses

Metro — Dynamics

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24th September 2020

Dear Chancellor

Representation to CSR 2020 from the Greater Lincolnshire LEP

We are very supportive of the Governments drive to rebuild, level up and invest in people and places spreading opportunities more evenly across the nation. We are an active partner in the Midlands Engine, and the LEP Network, and have worked with both partnerships to develop representation to CSR.

In Greater Lincolnshire, the LEP, with the backing of all of its public and private partners is working at pace in producing its economic renewal plan. Driven by a desire to bring additional investment into the area, create jobs, drive up skills, productivity and innovation, the LEP has developed a pipeline of transformative projects which in the short to medium term will support the area, and indeed the UK's economic recovery from COVID-19 and contribute in leveling up the economy.

The five objectives in our plan are:

1. Delivering on our strategic opportunities
2. Innovation game changers
3. Doubling down on employment and training
4. Build back better through investment in strategic infrastructure
5. Place based interventions

Our Recovery Plan

The damage caused by the Covid-19 pandemic has been felt by everyone. In Greater Lincolnshire, the economic effect has been profound. Almost a third of workers have been put on furlough, claimant rates have nearly doubled and investment plans have been put on hold. Part of this is the make-up of our economy with a reliance on traditional sectors such as food service, retail and the visitor economy. Meanwhile, firms are still facing uncertainty as the transition period with the European Union comes to an end. This is particularly important to understand for our area, which took far longer than other places to recover from the 2008 recession. In our economic renewal plan, we will set out Greater Lincolnshire's specific requirements, going beyond business as usual to ensure that our economy survives and thrives, and builds both on our strategic opportunities and supports some of the challenges.

cont.....

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1 **Delivering on our strategic opportunities (creation of jobs and skills)**

Clean energy generation - Our ambition is for the Energy Estuary to be a global leader in clean energy generation. This includes supporting the offshore wind sector to scale up as it seeks to deliver 30GW of capacity by 2030, much of it in the North Sea, and continuing to contribute to other parts of the energy mix, including biomass, solar, energy from waste and biofuels. Our representation here is to:

- Accelerate the UK Government commitment to energy via renewables sources - bigger and quicker. Support LEPs to drive this further through a multi-year investment in local energy hubs to develop local pathways to net zero and new green jobs. Co-ordinating this across local areas (include pan-LEP collaboration) supports delivery of social and carbon benefits faster and at a bigger scale than national providers.
- Recognise and support LEPs as they lead on supply chain development and jobs as part of the commitment to increasing UK content in renewable energy development. Align this with our Business Stimulus package, particularly the alignment with Innovate UK and a 'catalyst and catapult' approach. Seek LEP input early in the contracting process to support enforcement of local content (including supply chain) - this will help 'anchor' energy developers within local economies.
- Energy White Paper - an early sight of the energy White Paper so that we can support and provide practical input to the future energy strategy, building on the work that is being done at local levels through local industrial strategies and co-ordinated plans being developed at regional levels. LEPs are already working with the private sector in developing responses to future energy challenges including working on large scale development such as the South Humber bank

Pilot a Tourism Zone in Greater Lincolnshire - Capitalising on greater demand for domestic tourism and recent investments, our ask of government is ensure funding is given to DCMS for Tourism Zones, and to work with Greater Lincolnshire to pilot the Tourism zone approach. Early involvement for Greater Lincolnshire would ensure that leveling up could be supported and tested as an outcome.

Industrial Cluster Decarbonisation - Funding of the £2.6 million Cluster plan submitted to Innovate UK that develops a road map and a model for carbon capture and storage for the industrial cluster that surrounds the Humber estuary.

Freeport - Our collective ambition in Greater Lincolnshire is a Freeport for the Humber that capitalises on the significant manufacturing opportunities and the creation of a global trading hub centre for the off shore wind industry. Our ask of government is both to support Freeports financially and to accelerate the competitive process to allow business to develop and implement a Freeport to support renewal, and accelerate the creation of jobs and new investment to the UK.

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2 Innovation Game changers

Greater Lincolnshire can further contribute to making the UK a scientific superpower, including leading in the development of technologies that will support the government's ambition to reach net zero carbon emissions by 2050. Our asks are:

- Government support to realising the full benefits of the Offshore Renewable Energy Catapult by putting funding in place to realise the £35m centre of excellence that will put the UK at the forefront of driving innovation and reducing carbon in the offshore energy sector
- The UK's first food valley - building on the highly successful international food cluster in Lincolnshire, the University of Lincoln is seeking £50 million towards a global agri-robotics programme with agri-epicentre.
- Smart Lincs - A pilot scheme in Lincoln and the Lincolnshire Coast to demonstrate disruptive rural & urban energy generation and connectivity. £4 million capital programme.
- Government support to the embryonic renewable jet fuel industry. The UK has the opportunity to be at the forefront of this industry that would see the carbon impact of jet fuel reduced and thus provide a competitive position. North East Lincolnshire is working hard to realise a development which has planning permission and would see an upwards £0.5bn - £1bn investment that would be wholly scaleable and would on its own deliver a circa £70m improvement to the UK balance of payments. Support is required to de-risk new development through engagement and development of market based policy initiatives that stimulate investment on scaled up clean and sustainable fuels production. The current structure to reward low-carbon fuels is not optimal in terms of supporting financing and price clarity is required. Rewards for Sustainable Aviation Fuel (SAF) under the Renewable Transport Fuels Obligation are insufficient to justify the additional cost. Including Recycled Carbon Fuels in Development Fuel Renewable Transport Fuel Certificates would assist. Finally, whilst tested, this is new technology and thus is challenging to finance and Government backed loans or bonds would help make the industry a reality.

3 Doubling down on employment and training

In order to address the employment and skills challenges within our economy, we believe that targeted, place-based skills and employment support will be needed which improve the balance between revenue and capital investment to prioritise a demand-led (local and business) approach to skills intervention.

A rebuilding programme will need employment and skills at its centre and an increased, multi-year settlement will be crucial to delivering results on the ground. Skills investment through the UKSPF equivalent to previous ESF programmes, a percentage of the Adult Education Budget and reframing of a percentage of the Apprenticeship Levy can create a significant investment in place-based employment and skills support.

- **DfE and DWP to work alongside LEPs in a local area, co-investing in economic renewal** and developing a joint programme to 'close the gap'/level-up through joint investment in innovation, technical skills and progression in harder to reach young people

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-4-

- Agree a multi-year commitment to match-fund the work of the Enterprise Advisor Network. Continuing the work that is growing in pace, scale and success to improve the link between employers and schools.
- Agree a LEP role in the use of the Apprenticeship Levy. LEPs could work alongside business and Government to maximise the impact of re-investment of the Levy. This would also require increased flexibility in its use to address some of the challenges resulting from the Covid-19 impacts. However, many of the challenges are also long-term, underlying issues that have been brought into sharper relief.
- **Fast-track skills capital programmes** through extension and new skills schemes working with LEPs to deliver at pace and align with the revenue investment described above. This will deliver better value and higher impact solutions.
- **Extend pre-apprenticeship/trainee programmes working with LEPs** to support businesses to 'ramp-up' their ability to recruit apprentices as they emerge through recovery. Feedback from employers suggests that both the financial and supervisor capacity of many sectors to take on apprentices is likely to be severely depleted moving into next year, coupled with issues around the recruitment of apprentices during a period of retraction in many businesses. Discussions with employers also suggest that a traineeship pathway and/or pre-apprenticeship approach would both allow for easier integration in many businesses, and provide space for businesses to emerge from the current downturn.
- LEPs can build on their work with employers of all sizes to **co-ordinate the Government's Kickstart programme** on the ground.
- **Extend Digital Skills Partnerships** - ensuring they are available to all LEP areas. These offer additional pace and focus in critical digital skills, supporting business productivity, access to jobs for more people and decreasing carbon.
- **Continue to support SAPs** as a key means of local-led intelligence to guide Government and local effective, bespoke, demand-led skills.
- **Use existing LEP strategies/recovery plans as the basis for LEP and pan-regional investment propositions** for future UK Government investment at a place level. LEPs understand the value for money and delivery/administration arguments around favouring national programmes and approaches, but the evidence suggests that a one size fits all approach is very rarely as effective as locally led delivery around skills and employment measures. We would therefore strongly encourage Government to carefully consider the benefits of place-based activity wherever possible. LEPs and their Skills Advisory Panels stand ready to take on this role, working with our Growth Hubs, local councils and partners.

4 **Build back better through investment in infrastructure**

Infrastructure investment is key to recovery and renewal in Greater Lincolnshire, and our priorities for infrastructure would be:

- Go ahead for the North Hykeham Relief Road Scheme £108 million(MRN programme with DFT)

- £1 million for Nottingham to Lincoln rail line speed improvements (within the Midlands Connect Rail Development Funding Ask)
- £5 million for line speed enhancements between Newark and Lincoln (within the Midlands Connect Rail Development Funding Ask)
- £2.6 million to Midlands Connect to develop a productivity plan for the Trans Midlands Trade Corridor, incorporating the A46 and the A15 in Greater Lincolnshire.
- A programme of investment of full fibre to premises for commercial properties across Greater Lincolnshire
- Highways England to prioritise the A1 in Lincolnshire and Rutland for implementation of safety measures in this RIS period, supporting the campaign by local authority leaders along the A1, and commitment to allocate development funding in RIS3 to upgrade the A1 to motorway standard.
- Government support to the opportunity to add value to the economy by reconnecting Grimsby, North East Lincolnshire, to London via direct rail. The indicative cost, subject to further detailed work, is £1m which represents strong value for money in terms of rail investment and the added value that would be generated

5 Place based Interventions - Towns Funds - support the six towns funds across Greater Lincolnshire. The town deal programme is offering significant opportunity for those places in Greater Lincolnshire that need investment to drive long term economic and productivity growth through investment. The maximum level of Government investment in all six of the Towns Fund bids for Greater Lincolnshire would contribute dramatically to the levelling up agenda. We would ask that the planned competitive round for other towns is brought forward, to allow other towns the opportunity to be involved in the towns deal, such as Gainsborough and Sleaford.

Greater Lincolnshire LEP and its partners have developed a strong track record of delivery and, as we have set out above and in our renewal plan has some exciting and distinctive opportunities ahead that firmly address the policy challenges of matching our strategic objectives with supporting jobs and skills. We hope these proposals are helpful and would be happy to discuss them with your officials, and provide the supporting business cases.

Yours sincerely

Pat Doody
Chair of the Greater Lincolnshire LEP

Copied to Cllr Martin Hill, Lincolnshire County Council, Cllr Rob Waltham , North Lincolnshire Council, Cllr Phillip Jackson, North East Lincolnshire Council, Cllr Oliver Hemsley, Rutland County Council, MP's across Greater Lincolnshire

Paper 3.4 – Freeports

Publication	Public Paper (published/confidential - not to be published)					
Meeting date:	30th September 2020					
Agenda Item:	3.4					
Item Subject:	Freeports					
Author:	Ruth Carver					
For:	Discussion		Decision		Information	X

1 Summary

- 1.1 This paper provides further details of the scope of the work planned to develop a compelling case for a Humber Freeport, incorporating both North and South Bank sites.

2 Background

- 2.1 Board Directors will recall that the Greater Lincolnshire LEP submitted a response to the Technical Consultation on Freeports that closed in July 2020. Government is considering the responses, and subject to CSR is considering launching a competition for areas to submit proposals for Freeports. It is expected that there will be up to 10 Freeports in the UK. It established an advisory panel to inform the policy, and pledged that “more details on how ports and airports across the country will be able to bid for Freeport status will be announced soon.” The commitment was subsequently reconfirmed in the Conservative manifesto.

3 Greater Lincolnshire strategic context

- 3.1 The Greater Lincolnshire Local Industrial Strategy highlights the importance of attracting more “value-added” activity to the region, leveraging its port assets to expand its manufacturing sector. A current example of this kind of activity is the proposed at the Able Marine Energy Park, where subject to application and due diligence greater Lincolnshire and government are granting £4.5 million for a pumping station to protect the site, and other sites in the area from flooding. This week, SeAH one of the world’s leading pipe manufacturers confirmed its intention to establish a monopile production facility on the South Bank of the Humber, potentially creating around 400 jobs.

4 Considerations

- 4.1. Without knowing the detail of the Freeport offer, which will also be influenced by the UK’s future trading relationship with the EU, it is of course difficult to say with certainty that one would be beneficial and the form it should take. However, in anticipation of the policy being confirmed and engagement with regions on this stepping up, there are some issues the Board may wish to consider:
1. The need for any Freeport to minimise displacement of existing activity within the region, unless existing locations are unable to accommodate growth.
 2. The need for any Freeport to create additionally, i.e. enable activity that would not have happened anyway.
 3. How any Freeport could build on the successes and lessons learned from the Humber Enterprise Zone, including the provision of required infrastructure, and how an enhanced enterprise zone can sit alongside the freeport
 4. The wider regions case and support for the Freeports, leveraging the reliance of the manufacturing midlands on the ports.

Paper 3.4 – Freeports

5 Process

- 5.1 A Joint bidding team is being established to be coordinated by Humber LEP and include nominated Humber local authority and Greater Lincolnshire LEP officers, working with businesses advocating a Humber Freeport. Other specialists will be drawn in as required. A bidding team will be bolstered by external consultancy support via Arup, to be commissioned by Humber LEP and funded by all partners. Consultants will work flexibly as part of an integrated bidding team, with tasks split to best utilise knowledge, skills and resources.
- 5.2 Greater Lincolnshire LEP Board agreed to support the consultancy with a budget of up to £10,000, and the commission is in the region of £50,000 supported by other partners. Updates will be brought to the board as part of the normal reporting mechanisms once the working groups are established.

6 Plan and Scope

Phase/Theme	External support	Local partner work
Scoping - August/September		
Scoping work	<p>Review of LEP, local authority and key business positions - existing documents and 1:1/group discussions</p> <p>Development of Humber Freeport project definition, including high-level strategic and economic cases (technical report)</p> <p>Challenge and stress testing of the proposition</p> <p>Incorporation of stakeholder feedback on the draft proposition</p>	<p>Identification of potential Freeport sites (long list)</p> <p>Development of a public-facing “prospectus” document, drawing on the technical report</p> <p>Launch, distribution and advocacy of the prospectus (e.g. PR activity, MP meetings)</p>

Paper 3.4 – Freeports

Delivery - September-November		
Economic potential and innovation	Customer and supply chain mapping and engagement, incorporating the Humber's "reach" into the north/midlands	Identification of key customer/supply chain contacts Integration of existing socioeconomic evidence
	Innovation impact potential (drawing on supply chain analysis) Economic impact modeling (i.e. a Humber Freeport would deliver x jobs, x GVA etc)	base from LEP/local authority work (e.g. employment, GVA, skills requirements) Incorporate Freeport into wider strategic economic planning
Implementation	Operational planning Delivery model options, including report advising on tools for physical regeneration beyond grant funding (e.g. partnership models, potential use of combined authority powers) Customers/tariff options	GIS mapping of potential sites Consideration of wider spatial planning issues Freeport governance model and integration with wider cross-estuary governance
Engagement		Stakeholder mapping Ongoing engagement with key stakeholders Consideration of further PR activity Spending representation (deadline 24 Sep) Review (deadline 24 Sep)
Bid - November onwards (tbc)		
Bid development	To include decision on final selection of sites and prioritisation, and development of the required bid material drawing on work in the earlier phases Split of work to be determined once bid criteria and process are available	

Paper 4 – Team Lincolnshire Ambassador Programme Update

Publication	Public Paper (published)					
Meeting date:	30 TH September 2020					
Agenda Item:	4					
Item Subject:	TEAM LINCOLNSHIRE AMBASSADOR PROGRAMME UPDATE					
Author:	KAREN SEAL, PRINCIPAL OFFICER FOR PLACE & INVESTMENT					
For:	Discussion		Decision	X	Information	

1 Introduction

- 1.1 This report provides an update on the Team Lincolnshire (TL) Ambassador Programme's activity over the last 6 months. The attached presentation also sets out the future direction of Team Lincolnshire through a new 2 year Business Plan that outlines the strategic objectives, aims and outcomes clearly linked to the investment priorities of the Greater Lincolnshire Local Enterprise Partnership (GLLEP). Nick Worboys, Longhurst Group, is the LEP Board Sponsor for Team Lincolnshire, and is a member of the Team Lincolnshire Steering Group.

2 Background

- 2.1 The TL ambassador programme was formally launched in 2017 as a public/private sector programme created to promote Greater Lincolnshire as a place to live, work and invest. The GLLEP, and LCC who deliver the programme, recognise the value of the knowledge and expertise that the TL members bring and how this, together with their ambassadorial role, has an important part to play in Greater Lincolnshire's growth; this is more important than ever as we go through the recovery phase of the Covid pandemic.

3 Team Lincolnshire Update

- 3.1 Early in the pandemic a new awareness campaign was launched - #TeamLincolnshireCares (TLC). A rally call for all members to come together and support not only each other but the wider community:
- **Weekly Informal Virtual TLC Coffee Clubs** - Hosted by a TL ambassador providing practical advice and support on subjects such as Covid-19 in the Construction Industry, Employment Law or Mental Health Awareness. They have proved very popular and have just undertaken our 20th session.
 - **Formal Monthly Joint Webinars with Business Lincolnshire (the growth hub)** – Open to the wider business community providing critical intelligence regarding working in a Covid-19 environment and subject areas to stimulate regrowth such as Finance for Investment and Recovery, Urban Design in a Coastal Context, and Green Construction.
 - **Social Media** – Increased presence on Twitter and LinkedIn (Twitter @TeamLincs, LinkedIn Team Lincolnshire) to get the key messages and rally calls out to not only members but to potential investors and developers.
 - **Good News Stories/Case Studies** – These include TL members who have worked together to drive forward investment and development within our region and support each other through the pandemic.

Paper 4 – Team Lincolnshire Ambassador Programme Update

3.2 TL membership continues to grow as the ambassadors continue to spread the positive messages about Greater Lincolnshire. Even through Covid-19 new members continue to join with current membership at 115. The annual subscription is £350. Due to the pandemic a payment holiday was instituted and in July 2020 the Environment & Economy Scrutiny Committee agreed a 75% reduction in membership fees for the 2020/2021 year of £87.50.

4 Team Lincolnshire's Future Focus

4.1 The Investor Development Strategy for TL is a two year business plan (2020 – 2022) which has been developed with the TL Steering Group. This is attached for Board Directors to comments on. It sets out the future direction through five strategic objectives which align with both the GLLEP's ambitions for growth and investment:

- To attract and achieve business investment into the construction sector both commercial and residential in Greater Lincolnshire
- To demonstrate that investors are welcome by providing them with a comprehensive soft landing package
- To attract and achieve business investment into the office relocation sector in Greater Lincolnshire
- To attract and achieve business investment into the food manufacturing sector including automation and robotics in Greater Lincolnshire
- To attract investment that benefits all

4.2 The Investor Development Strategy needs to reflect the complete set of Greater Lincolnshire investment priorities, with the addition of off shore wind sector, advanced manufacturing and decarbonisation opportunities. It outlines how TL will deliver the strategic objectives, what the drivers for success are and the key performance indicators. This enables us to monitor the success of TL in a way we have never been able to before. The Strategy is all encompassing including all areas of Greater Lincolnshire with a particular focus on attracting new membership within North, North East Lincolnshire and Rutland areas and delivering the investment objectives for GL, including gaining representatives from these areas on the TL Steering Group.

5 GLLEP's Funding of Team Lincolnshire

Annually the GLLEP have attributed funds to TL totalling £25,000 (£10,000 TL, £10,000 MIPIM and £5000 MIPIM UK). This is approved through the Annual Delivery plan. This funding stream is crucial to the existence of TL and having the capability of taking forward the Strategy with success. Changing priorities and focus means that all potential opportunities are being explored to meet the strategic objectives and increase investment into the region.

This year due to Covid, MIPIM has not gone ahead, and therefore the recommendation is for Team Lincolnshire to retain the remaining £15,000 for 20/21 to deliver the enhanced programme against the Business Plan. Subject to funding allocated to the LEP through the Comprehensive Spending Review, the LEP would review its support for Team Lincolnshire for 2021/22. The total operational budget for Team Lincolnshire is outlined in the Business Plan attached (slide 28) together with

Paper 4 – Team Lincolnshire Ambassador Programme Update

the outcomes to be measured through key performance indicators which includes job creation (slide 18).

The Team Lincolnshire business plan will be defined within the Annual Delivery Plan agreed by the LEP Board in March each year, with quarterly performance information presented to the Board, and an annual discussion on strategic objectives at Board.

5.1 Examples of the activities and programme of work that GLLEP's financial contribution could be used towards: include but are not limited to:

- Attending the Midlands Forum for Growth Virtual 3 day Conference in November 2021 promoting the wider investment opportunities across the region including presenting on the high potential opportunity (HPO) at Europarc and South Lincolnshire FEZs and promoting the Town Deals through a panel on "Regeneration of the High Streets".
- Providing the revenue funds to support the delivery of the HPO workstream.
- Commissioning a consultant to undertake a study to understand the sectors that are currently the most mobile and how we can attract these to our region.
- Attending the FPC Food Conference to promote the region's automation and robotics offer, including the FEZ sites.
- Developing sector propositions in order to promote the region to new inward investors.
- Holding focussed events on promoting the Town Deals.
- Showcasing Greater Lincolnshire's investment offer through a Midlands Insider webinar.
- Holding focussed investment briefings on key drivers such as Green Construction, the Future of the Housing Market (MMC), Promoting Lincolnshire's Opportunities for Investment & Expansion and Place Marketing
- Attendance at international events such as MIPIM, Agritechnica – choosing the right event to promote the opportunities within the region.
- Holding events focussed on N, NE Lincs and Rutland such as "Top 10 things to market to the renewable sector", decarbonisation, Freeports, and promote St George's Barracks master plan opportunities.

6 Recommendations and conclusions

- 6.1 Board Directors are invited to note the contents of this report, and comment on the direction of travel
- 6.2 Board Directors are asked to approve the reallocation of funding (£15,000) from MIPIM to Team Lincolnshire as set out above.
- 6.3 Board Directors are asked to endorse the direction of travel for the Investor Development Strategy for TL, noting that Team Lincolnshire officers need to work closely with North and North East Lincolnshire, and Rutland to align investment priorities and processes within the Business Plan.
- 6.4 North and North East and Rutland to consider membership of the Team Lincolnshire Ambassador Programme and the Team Lincolnshire Steering group.

Paper 5 – Centre for Better Ageing Board Nomination

Publication	Public Paper (published/confidential – not to be published)					
Meeting date:	30th September 2020					
Agenda Item:	5					
Item Subject:	Centre for Better Ageing Board Member nomination from the LEP					
Author:	Andrew Brooks					
For:	Discussion		Decision	X	Information	

1 Introduction

- 1.1 The way in which we can best support an ageing population is of local and national interest. It creates a challenge regarding demand on public services, but it is an opportunity to embrace and support an ageing population to maintain health, wellbeing and independence - and to maximise economic activity.
- 1.2 There are real opportunities to develop the Local Industrial Strategy discussions to realise the potential of the Health and Care sector, through the lens of the grand challenges as set out below:
 - Investigate infrastructure projects that will support and enhance the physical and digital connectivity of an ageing better community in Greater Lincolnshire
 - Adopt a joined up approach, strategic approach to ageing, and apply what works across these priority goals, learning from local implementation about how to spread and scale - whilst also extending reach and impact
 - Where we don't know what works, test and innovate - generating and sharing learning locally, regionally and nationally
- 1.3 The Centre of Better Ageing are looking for a nomination from the Greater Lincolnshire LEP Board to provide strategic input and steer, with particular reference to employment, worklessness, economy and business engagement, for the National Rural Pilot that has been awarded to Lincolnshire.

2 Background

- 2.1 There is an agreement of how Ageing Better, LCC and ELDC will work together, through a strategic partnership from July 2020 to July 2025.
- 2.2 This agreement complements a joint strategic commitment to more people enjoying a good later life, and ELDC's membership of the UK Network of Age-friendly Communities.
- 2.3 Whilst the signatories to this agreement are Ageing Better, LCC and ELDC, they are taking a whole county approach to partnership working with a wide range of stakeholders to maximize knowledge, expertise and impact. This is particularly important in a two tier authority area across a large and varied geography
- 2.4 They will be working together to research and secure the best outcomes and opportunities for people in and approaching later life across Lincolnshire, focusing on the areas we know will make a transformational difference to people's later lives, including employment, homes, communities, and health.
- 2.5 Ageing Better, LCC and ELDC share the following **vision and goals**:
 - To add to the evidence base and share learning about what works in order to positively influence how those currently in their 50s and 60s can enjoy a good later life.
 - To actively encourage people to plan for their later life, including planning that ensures financial security, good physical and mental health, that could make a transformational difference to their lives

Paper 5 – Centre for Better Ageing Board Nomination

- To share learning and evidence of what works across all agencies in Lincolnshire, and engage with them to ensure they play their part in delivering services that enable people to effectively plan for later life.
 - For more people in Lincolnshire to enjoy later life in terms of better health, financial security, social connections and wellbeing
 - For Lincolnshire to be recognised locally, regionally, nationally and internationally for its work in ageing and to become an age-friendly county
 - For the partners and others in Lincolnshire to apply evidence-based practices, and to develop and test innovative approaches to address inequalities in later life
- 2.6 They will also ensure that the partnership and its agreed outcomes recognise and take account of recovery from the Covid19 pandemic, and the associated challenges and opportunities in rural and coastal areas.
- 2.7 A steering group of senior leaders from Lincolnshire, including LCC and ELDC, including a representative HWB will sit around the partnership manager to provide strategic guidance and help navigate joint work across the various councils, their departments and partners.
- 2.8 They are looking for a nomination from the Greater Lincolnshire LEP Board to provide strategic input and steer, with particular reference to employment, worklessness, economy and business engagement. The frequency will be at least bi-monthly meetings (monthly initially).
- 2.9 The partnership will provide regular updates to Greater Lincolnshire LEP as required and at least once a year.
- 3 Learning Network: supporting over 50s back into work**
- 3.1 The Centre for Ageing Better is also establishing a learning network to share best practice around supporting over 50s back into work. They are inviting a select number of local authorities and mayoral combined authorities to join this network. This includes Lincolnshire County Council.
- 3.2 The network will also help to guide and inform a project they are delivering in Greater Manchester, to develop and deliver new approaches to employment and skills support for over 50s.
- 3.3 They are establishing this network to exchange knowledge around best practice in supporting over 50s back into work. This network is being developed following a project we commissioned to understand local approaches to supporting over 50s back into work, delivered by the Learning & Work Institute. This project identified a clear appetite to improve employment outcomes for over 50s, and a range of interesting local approaches aiming to achieve this.
- 3.4 Drawing upon this knowledge to inform a project being delivered by the Centre for Ageing Better, in partnership with DWP and GMCA. This project aims to develop and test new approaches to supporting over 50s back into work.
- 3.6 There is an appetite to ensure that this project develops ideas and initiatives that are transferable to other localities. The network will be provided with the latest insights and ideas emerging from this project and will support us in assessing the transferability and scalability of these ideas. These reflections will then be used to inform the design and development process.

GL LEP Board Forward Plan 2020/21
Current as 15th September 2020

Date	Venue	Standing Items	Others
30 th September 2020 at 3.00pm	Via Teams	Actions Mid Year Review feedback Towns Deal Progress Report	Covid Intelligence and Recovery Plan - James Baty Team Lincolnshire Progress Report - Nic Worboys
6 th November 2020 at 10.00am	Via Teams	Actions Chair and CX report Towns Deal Progress Report Quarterly performance, finance, adp and programmes Policy Review Impact of Brexit on the GL economy Collaboration with the Humber	Innovation Council Progress Report - Prof Mary Stuart LGR/Devolution - Debbie Barnes Energy Council and Local Energy Plans - Duncan Botting and Andrew Brooks Digital Infrastructure - Stephen Brookes
9 th December 2020 at 3.00pm	Via Teams	Equality and Diversity - Dean Fathers Update on Northern Lincolnshire Amalgamation	Manufacturing Board Progress Report - Darren Joint Visitor Economy Board /Commission Progress Report - Chris Baron
January 2021 - Strategy Session	TBC		
26 th February 2021 at 10.00am	TBC	Actions Chair and CX report Quarterly performance, finance, adp and programmes Collaboration with the Humber Update on Northern Lincolnshire Amalgamation	Health and Care Enterprise Progress report Food Board Progress Report

24 th March 2021 at 3.00pm	Via Teams	Approval of	Business Lincolnshire Progress Report
21 st April 2021 at 3.00pm	Via Teams	Annual Performance Review	
28 th May 2021 at 10.00am	TBC	Actions Chair and CX report Quarterly performance, finance, adp and programmes Collaboration with the Humber	

GL LEP Investment Board Forward Plan

Date and Board	Venue	Standing Items	Others
Investment Board - Chair Pat Doody - Officer Halina Davies			
Date 19 th October 2020 at 9.30am	Via Teams		

Other Boards Forward Plan

Date and Board	Venue	Standing Items	Others
Employment and Skills Advisory Panel Board - Chair Pat Doody - Officer Clare Hughes			
Date 2 nd October 2020 at 9.30am	Via Teams		
Date 8 th December 2020 at 9.30am	TBC		
Date			
Energy Council - Chair Duncan Botting - Officer Andrew Brooks			
Date 24 th September 2020 at 10.00am	Via Zoom		
Date			
Date			
Finance & Audit Committee - Chair Andy Orrey - Officer Kate Storey			
Date: 22 nd October 2020 at 2.00pm	Via MS Teams		
Health and Care Enterprise Board - Chair Dean Fathers - Officer Andrew Brooks			
Date 23 rd October 2020 at 9.30am	Via Zoom		
Date			
Date			

Food Board - Chair Sarah Louise Fairburn - Officer Martin Collison			
Date 19 th November 2020 at 4.00pm	Via Teams		
Date 11 th February 2021 at 4.00pm	TBC		
Date 13 th May 2021 at 4.00pm	TBC		
Visitor Economy Board - Chair Chris Baron - Officer Mary Powell			
Date 24 th September 2020 at 9.30am (catch up)	Via Teams		
Date 13 th October 2020 at 2.00pm	TBC		
Date 15 th December 2020 at 2.00pm	TBC		
Manufacturing Board - Chair Darren Joint - Officer Samantha Harrison and Karen Seal			
Date 7 th October			
Business Lincolnshire Growth Hub Board - Chair Professor Mary Stuart - Officer Samantha Harrison			
Date			
ESIF Committee			