



LEP DIRECTORS BOARD

25th January 2019

Bishop Grosseteste University, BG Futures
Room 1, Longdales Road, Lincoln, LN1 3DY

Paper 0 - Agenda

| Time | Item and brief description | Lead | Access/Circulation |
|-------|---|----------------------|--|
| 9.30 | Refreshments | | |
| 10.00 | Planning for Growth and SIDP | Andy Gutherson | Paper 1 attached |
| 10.30 | Welcome, Apologies, Declarations of Interest <ul style="list-style-type: none"> • Approval of Minutes • Review of Actions • Forward Plan | Chair | All Members Paper 2 attached Paper 2.1 attached Paper 2.2 attached |
| 10.40 | LEP Directors Report <ul style="list-style-type: none"> • Report from Directors and ESB Appointments • Approval of SAP • Diversity Champion | Ruth Carver | Paper 3 Paper 3.1 Draft Notes from the APR |
| 10.50 | Progress in implementing the LEP Review <ul style="list-style-type: none"> • Recommendations from the Task & Finish Group • LEP Governance Review | Ruth Carver | Paper 3.2 Presentation Paper 3.3 Response to the LEP review proposals Paper 3.4 |
| 11.15 | LEP Collaboration Approach | Ruth Carver | Paper 4 attached |
| 11.30 | LEP Food Board Progress <ul style="list-style-type: none"> • Decision on terms of reference and membership | Ruth Carver | Paper 5 attached |
| 11.50 | Enterprise Advisor Network | Liz Draper-Smethurst | Paper 6 attached |
| 12.00 | AOB and close of meeting followed by lunch | All | |

Please note there is no Investment Board

Attendees:

Ursula Lidbetter (Chair & Lincs Co-op), David Dexter (Vice Chair & FSB),
 Cllr Craig Leyland (ELDC), Cllr Peter Wheatley (NELC), Cllr Ric Metcalfe (CoL),
 Cllr Richard Hannigan (NLC), Chris Baron (Butlins, Skegness), Mary Stuart (UoL),
 Dean Fathers (Health), Herman Kok (Lindums), Pat Doody (Nat West),
 Steve Middlebrough (Siemens), Debbie Barnes (LCC), Nick Warboys (Longhurst) Gary
 Headland (IOD and Chamber), Sarah Louise Fairburn (Fairburns)

Apologies: Cllr Colin Davie (LCC), Cllr Rob Waltham (NLC),
 Pete Moore (S151 Officer &AB)

Observers: Pete Holmes (BEIS), Simon Green (NLC), Chris Duffill (NELC)

Officers: Ruth Carver, Cathy Jones, Sue Groves (Note Taker)

For Agenda items: Andy Gutherson LCC, Liz Draper-Smethurst LEP

Parking Arrangements

Large car park available

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

AP1 - Investment Board, 29th October 2018

AP2 - ESIF Sub Committee, 19th September 2018

AP3 - ESIF Sub Committee, 18th December 2018

AP4 - Bi Monthly Report - 15th November 2018 to 10th January 2019

Key dates for LEP Board Members

| | |
|---|--|
| <p><u>LEP Board Dates and Venues</u></p> <p><u>29th March</u> Venue to be confirmed</p> <p><u>24th May</u> Lincolnshire Chamber of Commerce</p> <p><u>19th July</u> Venue to be confirmed</p> <p><u>27th September</u> Venue to be confirmed</p> <p><u>29th November</u> Venue to be confirmed</p> | <p><u>Water Management Board</u> 5th March, 8th July, 5th November</p> <p><u>Manufacturing Board</u> 2019 dates to be arranged</p> <p><u>Visitor Economy Board</u> 7th February, 13th June, 3rd October, 12th December</p> <p><u>Employment & Skills Board 2019</u> 13th February, 17th April, 26th June, 11th September, 13th November</p> <p><u>Innovation Council</u> 2019 dates to be arranged</p> <p><u>Growth Hub Governance Board</u> 2019 dates to be arranged</p> <p><u>ESIF Sub-Committee</u> 8th February, 20th March, 19th June, 18th September, 11th December</p> |
| <p><u>Manufacturing Conference - Wednesday,</u> 27th March 2019</p> | <p><u>Visitor Economy Conference - Friday, 22nd</u> March 2019</p> |
| <p><u>Team Lincolnshire in London - Monday,</u> 18th February</p> | <p><u>LEP Annual Conference - Friday,</u> 12th July</p> |
| <p><u>Inward Investment Workshop - Tuesday,</u> 26th March 2019</p> | <p><u>Investment Board</u> 20th February, 29th March, 24th May, 19th July, 27th September, 29th November</p> |
| <p><u>Health& Care Interim Board</u> 27th February</p> | |



LEP DIRECTORS BOARD

30TH NOVEMBER 2018

EAST LINDSEY DISTRICT COUNCIL, TEDDER
HALL, MANBY PARK, LOUTH, LINCS, LN11
8UP

Draft Minutes

Present: Board Directors: Ursula Lidbetter (Chair) (Lincs Co-op), David Dexter (Vice Chair FSB), Cllr Craig Leyland (ELDC), Cllr Colin Davie (LCC), Cllr Peter Wheatley (NELC), Cllr Richard Hannigan (NLC), Chris Baron (Butlins), Pat Doody (Nat West); Dean Fathers (Health), Pete Moore (Section 151 Officer LCC)

Apologies: Prof Mary Stuart (UoL), Cllr Ric Metcalfe (CoL), Herman Kok (Lindums), Cllr Rob Waltham (NLC), Steve Middlebrough (Siemens)

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

Observers: Pete Holmes (BEIS), Lesley Potts (NLC), Chris Duffill (NELC)

For Agenda Items: James Baty LEP, Samantha Harrison Growth Hub, Andy Brooks LCC

Apologies and Declarations of Interest -

Apologies were noted from Prof. Mary Stuart (UoL), Cllr Ric Metcalfe (CoL), Herman Kok (Lindums), Cllr Rob Waltham (NLC), Steve Middlebrough (Siemens).

It was noted that Keith Ireland CX at LCC has left LCC and LCC will nominate a director over the forthcoming weeks. Pete Moore LCC agreed to action. Steve Middlebrough, Siemens had tendered his resignation from the Board, but will continue to attend meetings when he can until a replacement can be found from the Manufacturing sector.

Dean Fathers declared an interest for the future as he takes up a role at the University of Lincoln as a Chair of Corporate Resilience from 1st December. Full declarations of interest can be [found here](#).

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.

Minutes and Matters Arising

The minutes of the 21st September 2018 (Paper 1) were accepted as a true record and can be published on the website:

Actions from previous minutes:

Training for Board Director regarding the new National Assurance Framework and Local Assurance Framework to be carried out once the NAF is published by Government - expect the training to take place in May 2019.

East Lindsey District Council - Priorities for Growth (Paper 2 and Presentation)

Cllr Craig Leyland

Cllr Leyland welcomed all the East Lindsey District Council Offices.

Cllr Leyland stated that economic development is key to the growth of ELDC:

- Already a strong manufacturing base
- Food Sector which employs 5 times the national average in the food sector, which is a resilient sector.
- A new £650m visitor centre has opened recently.
- ELDC promotes tourism for the Coast and the Wolds on their website as visitor economy is a very important element, but there are challenges in that operators need to change/modernise.
- High quality Natural Environment, which is part of the Greater Lincolnshire Plan, is for

people who want to walk/cycle etc.

- Health and Social Care - there is an increased demand as people move to the area for a lifestyle change, which in turn creates challenges, ie, difficulty in delivering services to outlying villages/hamlets.

ELDC has published and regularly updates an Economic Action Plan under the Invest section of their website which sets out their commitment to work towards the ambitions of the Greater Lincolnshire LEP in respect of economic development and to work with both the County Council and the Environment Agency, along with private sector organisations, that wish to invest in the District. Current feasibility work which is being progressed is on:

- Skegness Foreshore Masterplan and Design Code
- Fairfield Industrial Estate Extension, Louth
- Danelaw Multi-User Path

Regarding Business Support, the Council currently has three grant funding programmes that are available to support local business growth, along with a programme of discounted business rates for businesses that wish to expand or invest.

Future Challenges and Priorities:

- Flood defence infrastructure and investment
- Skills provision - a significant challenge in terms of providing local learners, employers and employees with the skills they need to develop training, career and business opportunities throughout the District - Employment is important for the area.
- High Street rejuvenation - already developing a programme of smaller scale interventions to support local high streets and market towns. However, a recent announcement of a Future High Street Fund to be developed in 2019, ELDC would be keen to work with the LEP and other countywide partners to support the launch of a National High Streets Task Force.
- Future Prosperity Funding.

Update from the Chair

The Board was informed that the Judicial Review being sought by Scunthorpe United Football Club had been unsuccessful. There is 30 days for SUFC to appeal, and some costs will be awarded of circa £40,000.

The Chair updated the Board on progress with the implementation of the Strengthening LEP's Report. Progress is good in all areas, such as board recruitment, diversity targets, scrutiny, independent secretariat etc. Geography and the removal of overlaps however are not resolved, although good and positive dialogue is taking place. The board were asked to consider their position on the geography, and a discussion took place. The Government's policy position is understood to be:

- Remove overlaps where they currently exist;
- Collaboration important and needs to be strengthened across the country regardless of overlaps. When assessing LEPs in future annual performance reviews, we will be taking account of how effectively and openly neighbouring LEPs work together;
- Where appropriate, and there is wide agreement across all partners, propose wider changes such as mergers;
- **Additional capacity funding will only be released where LEPs have both proposed changes to their geographies that meet the conditions set out and where we are content with your implementation plans;**
- **LEPs with unresolved geography may not be able to benefit from future UK Shared Prosperity Funding;**

PH stated that there may be an impact of future funding if this is not resolved. Following the recent Task & Finish Group for the LEP Review, the following recommendations were made and agreed by

the LEP Board:

- Our preferred position should remain the Greater Lincolnshire geography
- A spilt geography option should be explored with the Humber LEP as a solution to remove the overlap, ensuring the integrity of Greater Lincolnshire and the Humber remains intact. This option would involve North East Lincolnshire as a full member of the Humber LEP and an associate of Greater Lincolnshire, and North Lincolnshire a full member of the Greater Lincolnshire LEP and an associate of the Humber.
- A merger option was unlikely to be deliverable given the lack of support from a number of local authority partners at this stage.
- A Lincolnshire option was not supported due to the scale, and reduced focus.
- That strong and where necessary formal collaboration be developed between the Greater Lincolnshire LEP and its neighbouring LEP's, on energy and manufacturing with the Humber LEP, coastal and rural with the Humber and Yorkshire LEP's, Northern Lincolnshire and Sheffield City region on infrastructure, ports and logistics and advanced manufacturing, and with agri-food and agri-tech and housing growth and infrastructure with GCGP LEP. All collaboration agreements and MOUs will be developed with the authorities involved.

Action: Chair and LEP Director to continue to work with local partners and the Humber LEP to find a resolution, and particularly explore the collaborative option.

LEP Directors' Report (Paper 3)

It was agreed that

- Phil Ball of Metsawood, Boston and Melanie Weatherley of Walnut Care join the Employment & Skills Board
- The MP's Engagement Plan be approved subject to a public and private sector link member, and the production of a communications and engagement plan.
- The Policy for the Appointment of LEP Directors and Board members be approved.
- The policy on Confidential Reporting be approved.

Growth Deal Programme Review - Six Month Review (Paper 4.1)

Board directors were asked to consider the Growth Deal programme review and note the risks to programme delivery identified. This was to inform the Board on the ongoing pressures of spend targets, detailed project updates, LGF reporting and re-profiling and changes in procedures to highlight risks earlier in project assessment.

The £123.7m Greater Lincolnshire Growth Deal Programme now includes 17 individual contracted projects and two sub-programmes containing 13 projects. Schemes are at varying stages of development/delivery and several are now completed with subsequent outputs and outcomes being closing monitored.

Forecasts provided by grant recipients earlier in the year had indicated that GLLEP would substantially exceed its government target of £8.7m, thus enabling significant repayment of offset/advances released in previous years under agreed freedoms and flexibilities. Unfortunately, due to unforeseen delays in progression, some of the larger contracted schemes and slower than envisaged and development of uncontracted schemes.

Action: It was agreed that the LEP team would write to projects that have a red flag against performance asking for a detailed response to be considered at the February board, For uncontracted projects this could mean a withdrawal of a conditional offer, and for contracted project this could mean the project is not fulfilling the contract. A report of actions taken would be brought to the investment board for information in February 2019.

LEP Core Funding (Paper 4.2)

The Finance & Audit Committee met on the 7th November to review the six month finances position. It was agreed that the core funding is on track. Four grants have been approved through the Greater

Lincolnshire Growth Fund, Tong Engineering at Spilsby, SDG Access Ltd at Navenby and Wolds Manufacturing Services at Louth, Orderwise at Saxilby.

From the Growing Places Fund, R W Stokes & Sons Ltd have recently approached the LEP to seek a repayment figure on the £600k loan awarded for the Lawns investment. It is expected that this will be paid back with interest next month, which will be recommended to be recycled at the next Investment Board.

Brexit Action Plan (Paper 5) - James Baty LEP

A recent survey by the CBI found that 57% of their businesses were examining Brexit scenarios for their sectors, whilst over half of businesses had increased their engagement with Government. Planning for businesses is very difficult due to the lack of information available, or the varying possible outcomes of the Brexit settlement. As the negotiation period is nearing the end, it is still unclear as to exactly how Brexit will impact businesses. In early 2018, GLLEP commissioned a study into Brexit, carried out by Metro Dynamics, and the potential impacts across the main sectors within the LEP. This study found that on the whole, businesses engaged in the predominant sectors within Greater Lincolnshire would be disproportionately impacted by Brexit (compared to other areas) in varying ways, and a number of recommendations were made:

- Support local businesses to become "Brexit ready" by ensuring local businesses have adequate support to address new administrative challenges and costs resulting from Brexit, as well as using the Local Industrial Strategy to support local firms to make the transition to a post-Brexit marketplace successfully.
- Develop local skills to mitigate against the impact of Brexit on EU labour in key sectors.
- Ensure Greater Lincolnshire is "open for business" by strengthening the local strategies for place marketing and inward investment, and continuing to support the growth of the visitor economy to ensure place promotion is strong.
- Strengthen key sectors by encouraging innovation, collaborating with other regions elsewhere to strengthen and promote key sectors, continuing to implement and develop priority sector plans, and carrying out a comprehensive review of the areas infrastructure.

What role can the LEP play?

As a voice for the local area, Greater Lincolnshire LEP can assist in three predominant areas in addressing the challenges and opportunities Brexit can bring:

- Supporting businesses to be Brexit ready - Shape the support and advice offered to businesses at an operational level via the Growth Hub; providing linkages into expert services such as legal advice and legislation experts.
- Align the LEP's strategies to ensure they account for Brexit - Amend/adjust or create new strategies to align with the future challenge and opportunities incorporate, but not exclusive to, Brexit.
- Monitoring and Evaluation - Continue to monitor and evaluate the business community, feedback and adapt accordingly.

Officers have been tasked with providing feedback following business visits.

Supporting business to be Brexit ready

It will be important to ensure local businesses in Greater Lincolnshire have adequate support to address new administrative challenges and costs resulting from Brexit, particularly for companies highly exposed to trade and EU workforce. In the Brexit research commissioned by GLLEP, there were a number of policy recommendations around Brexit readiness of business, these were:

- Provide advice or signposting to advice on:
 - Administrative costs of implementing trade barriers, such as compliance with new standards and regulations/other legal requirements.
 - Administrative cost and cash flow to deal with EU VAT advance payment.
 - Legal advice and support administrative costs relating to recruitment of EU citizens and

reviewing the legal status of current workers.

- Support businesses in developing training programmes for current and new employees and develop links to educational institutions.
- Use the opportunity to engage with local businesses and Government via the development of the Local Industrial Strategy.
- Help businesses understand the global opportunities for new markets and products.

Aligning the LEP's Strategies to ensure they account for Brexit

The LEP has already started the development of a Local Industrial Strategy, which Government have indicated will be used to "inform Local Enterprise Partnerships" approach to any future local growth funding deployed through them Local Industrial Strategies will help areas in England decide on their approach to maximising the long-term impact of the UK Shared Prosperity Fund".

It is also an opportunity to re-visit or develop sector plans and consider the development of additional plans or strategies.

Based on the recommendations from the LEP commissioned Brexit report, it is recommended that there is a particular focus on the following sector or themes with some important questions which might need to be addressed:

- Skills/workforce - it is expected that Brexit will likely have an impact on the shape of the labour market in Greater Lincolnshire, with supply of certain aspects of the workforce expected to decline.
- Inward investment - As the labour market continues to tighten and if migration continues to slow, then there is a strong case for further focusing and strengthening pace marketing an inward investment in order to reach out to the people you need to attract and retain as well as the investment need to drive productivity. Further, there is a balance to strike between working to keep foreign businesses in the area, and attracting new business in, whilst making sure the LEP is "open for business".
- Priority sectors - GLLEP has detailed sector plans for agri-food and manufacturing. These identify a series of actions around the areas of innovation and research, exports, inward investment, infrastructure, logistics, supply chains and skills to take forward to support the sectors. Brexit offers a key opportunity to refocus these existing sector plans and develop new sector plans for ports and logistics and the visitor economy.

Other areas of focus, which are important to our future economy, such as innovation, digital and physical infrastructure and will all be considered within Local Industrial Strategy and Strategic Economic Plans.

The LEP team wish to commission a wide-scale business survey to replicate the 2014 benchmarking survey in the late summer/early autumn. Board member asked whether the information gathered by the Chamber of Commerce/Federation of Small Businesses would give this information, but was informed that the previous 2014 survey was much more in-depth and gave more information.

Action:

- The Board agreed to the contents of the BREXIT Action plan and agreed to receive a proposal for a detailed business survey in the new financial year.

Impact of the Lincolnshire Growth Hub and Bi-annual Report (Paper 6) - Samantha Harrison

SLH gave an update on the activity and impact on the LEP's business support arm, the Business Lincolnshire Growth Hub. The business support offers have been enhanced to include support for businesses who seek rapid growth and future European funding is being secured to ensure the programmes continue for a further 3 years. The Business Lincolnshire website has been refreshed in

response to business feedback and now contains a business directory, business opportunity page, toolkits, industry spotlights alongside the existing advice and grant finder, events calendar and weekly e-bulletins.

Over the next 12 months, the Growth Hub will focus on supporting businesses to Scale Up, internationalise, utilise modern technology, enhance their leadership and management capability, undertake research and development, embrace skills development and access apprenticeships. Renewed emphasis will be placed on enhancing communication channels awareness, raising and increasing the newsletter sign-up, and social media reach.

The Business Lincolnshire Growth Hub offer includes:

- One to one general advice, fully funded, easy access to impartial business growth adviser who will undertake a Business Review and Action Plan.
- One to one specialist advice - fully funded specialist support around accessing finance, resource efficiency, supply chain development, digital, innovation, exporting as well as sectoral support such as for manufacturing and agri-food.
- Scale up account manager and tailored Scale Up programmes for rapid growth businesses.
- Access to ERDF funded Business Support Programmes and implementation grants (EDF funded projects are being delivered locally under the Business Lincolnshire Growth Hub branding, including specific support for start-up businesses, Innovation, Exporting, Capital Grants and manufacturing support. Referrals to other sources of help will also be made where they fit the needs of the business.
- Business workshops, briefings and conferences.
- Refreshed Online information portal.
- Access to National Business Support Helpline via phone or online webchat.
- Facilitated access to the national programmes, including: Department for International Trade, Intellectual Property Office, Innovate UK, Enterprise Europe Network, etc.
- Access to outreach "spokes", eg, enterprise, innovation and incubation spaces across the county, which provides services such as virtual office, hot desk facilities, meeting rooms, networking events, etc.

These services have been provided due to a successful bid to BEIS for £246,000 of revenue funding for 2018/19 through the LEP and through accessing £1,715,203 ERDF funding.

Board member asked the impact was being measured - SLH responded by stating that GVA is being tracked.

Greater Lincolnshire Energy Strategy (Paper 7)

Greater Lincolnshire has been provided with £40k of funding from BEIS to develop an energy strategy. The financial allocation has been used to develop and matching energy mapping exercise with the Local Energy East project, and also provide an allocation for a consultant (Metro Dynamics Ltd) to deliver an energy strategy. This also includes narrative and information, which will also be used as part of the Local Industrial Strategy document.

The emerging vision in Greater Lincolnshire is to create a sustainable supply of energy, which meets Greater Lincolnshire LEP's ambitions for growth and business sector development. The vision is underpinned by four key objectives:

- Delivering secure, low-cost, low-carbon energy across Greater Lincolnshire
- Commercial and residential development in capacity constrained areas
- A sustainable transport system
- A strengthened local energy industry within Greater Lincolnshire

The Greater Lincolnshire Energy Strategy document had been previously circulated and AB asked for any feedback to be sent to him, so that a Prospectus and Action Plan can be produced.

Comments from Board members:

- There needs to be a local solution for energy
- Future planning applications should include energy needs as there has been a lack of investment for decades
- Needs to local partners to be sought
- Smart Grid Policy - University of Lincoln in the process of producing this
- There is a need to know what the current energy usage and to be able to forecast future needs
- More information on battery storage needed
- Suggestion to create a forum to share information and funding opportunities

It was agreed that the Energy Strategy was approved subject to input from partners. An action plan would be produced in quarter one to support the Energy strategy, and more information would be included in the strategy to highlight local engagement and the relationships between local partners and stakeholders.

AOB

None

The meeting was closed.

DRAFT

Paper 2.1

GLLEP Board Actions

| <u>GLLEP Board Date</u> | <u>Action</u> | <u>Person Responsible</u> | <u>Carried Out</u> |
|---------------------------------|--|----------------------------------|---|
| 20 th July 2017 | Progress relationship with HCA. | Pete Holmes/Ian Fytche | Ongoing |
| | Explore options for smart futuristic homes. | Cllr Davie | Report July 2018 |
| 29 th September 2017 | Assurance Framework training for LEP Board and Investment Board members. | Linsay HillPritchard | Awaiting new national assurance framework |
| 24 th November 2017 | Update on progress and a report on enhancing scrutiny arrangements. | Richard Wills | January 2017 - complete -LEP Review |
| | Decarbonisation Project - Humber LEP & GLLEP to share. | Humber LEP & GLLEP - Simon Green | |
| 31 st January 2018 | Visitor Economy website and national profile. | Ruth Carver | |
| | State of the Economy - next update should incorporate a single-page dashboard of key economic indicators, in line with the Business. | James Baty | |
| | Business Rates Pilot - Update for the March 2019 | Angela Andrews | |
| 30 th November 2018 | Training for Board Directors regarding the National Assurance Framework and Local Assurance Framework. | GLLEP | May 2019 |
| | Agreed that the Energy Strategy be approved subject to input from partners. Action Plan to be produced in Quarter 1 to support the Energy Strategy and more information would be included in the strategy to highlight local engagement and the relationships between local partners and stakeholders. | | |

LEP Rolling Forward Agenda Planner 2019



| Forward Board Agenda Planner 2019 | | | |
|--|---|--|---|
| Date and Meeting | Standing Items | Progress Reports/Reports back from Sub Groups | Areas for discussion and decision |
| 25th January 2019 GLLEP Board | Minutes of last meeting LEP Directors Report – LIS evidence publication, Quarter 3 Finance Report 2018/19 | LEP Food Board Progress – Martin Collison Report from Directors and ESB appointments – RC | Planning for Growth and SIDP – Andy Gutherson (30 Mins) LEP Collaboration Approach – RC Progress in implementing the LEP Review – recommendations from the Task and Finish Group - RC (30 Mins) AB and SAP approval minuted |
| 29th March 2019 GLLEP Board | Minutes of last meeting LEP Directors Report • | Update on Lincolnshire Business Rates Pilot – Angela Andrews CX CLC Progress against action plan from the Visitor Economy Board | Local Assurance Framework sign off (Halina and Linsay) LEP Governance Approval of the Project Pipeline (halina) Delivery Plan (Halina and Mark) |
| 24th May 2019 GLLEP Board | Minutes of last meeting LEP Directors Report Quarter 4 Finance Report 2018/19 | Finance and Audit report on year end finances Annual Report SAP Implementation – Clare Hughes Progress against action plan from the Skills Board – Joint meeting MIPIM Update - Jill | Utilities – Energy Strategy – update on progress and the energy prospectus sign off European Funding (Pat Doody/Susannah) |

LEP Rolling Forward Agenda Planner 2019



| | | | |
|--|---|--|---|
| 19th July 2019 GLLEP Board | Minutes of the last meeting LEP Directors Report Quarter 1 Finance Report 2019/20 <ul style="list-style-type: none"> • | Progress against action plan from the Manufacturing Board | Approval of the Local Industrial Strategy prior to consultation |
| AGM and Annual Conference 12th July | <ul style="list-style-type: none"> • | | <ul style="list-style-type: none"> • |
| 27th September 2019 GLLEP Board | <ul style="list-style-type: none"> • Minutes of the last meeting • LEP Directors Report | Progress against action plan from the Innovation Council, the Business Lincolnshire Growth Hub, Team Lincolnshire and the Investment Team | <ul style="list-style-type: none"> • |
| 29th November 2019 GLLEP Board | <ul style="list-style-type: none"> • Minutes of the last meeting • LEP Directors Report • Quarter 2 Finance Report 2019/20 | Water Management Board | <ul style="list-style-type: none"> • |
| Tbc December Board Development and Strategy Session | <ul style="list-style-type: none"> • Board Development | | <ul style="list-style-type: none"> • |

Paper 3 - Report from the Chair and the LEP Director

Recommendations: LEP Board Directors are asked to note the content of this report and to consider the following items for decision

- **Director Business – endorse the recommendations below from the Appointments Committee**
- **Seek nominations and agree a Director that would lead on Diversity at the Board**
- **Discuss and agree the Employment and Skills Board taking on the function of the Skills Advisory Panel (SAP)**

1 Directors Business

Directors Recruitment – Through electronic procedures, three directors have been recruited to the LEP Board, Gary Headland/ IOD & Lincoln College; Nick Worboys (Mrs) /Director of Development and Sales Longhurst Group; and Sarah Louise Fairburn /Brand and Sales Director, LJ Fairburn & Son

The following recommendations have been made by the Appointments Committee to our Strategic Boards

- New ESIF Committee Member – Professor Nigel Curry, Community Lincs
- New Visitor Economy Board Members – (2) James Gilbert, ELDC – James is the Growth and Promotions Service Manager and covers corporate communications, visitor economy and economic development. He currently chairs the Greater Lincolnshire Tourism Officers' Group and (2) Kimberley Vickers, General Manager at Lincoln Castle – Kimberly has worked in the cultural sector for over 15 years and now has responsibility for events across all of the venues operated by the Heritage Service.
- New Food Board members Nigel Terry, MD, Greenyard, Daniel Fairburn, CEO, Fairburn Eggs and William Burgess, Chairman, Produce World
- Further ESB interviews being held later in January 2019

Diversity – LEP's must set out their commitment to diversity. We already have approved a diversity policy, however the recently published National Assurance Framework requires LEPs to go further and produce a diversity statement explaining how the LEP will ensure representation at Board level which is reflective of the local business community (including geography, gender and protected characteristics). It is best practice for a report to be made to the board each year discussing progress in encouraging diversity and how improvements can be made. In addition, it is best practice to nominate a diversity champion from its board. Their role will be encourage diversity and ensure that the LEP is acting in line with its diversity statement. Board Directors are asked to consider this role.

2 Area One – Policy & Strategy

Local Industrial Strategy – Following the Board Strategy Session in December, a Call for Evidence has been launched this week seeking views on the initial areas of opportunity and priorities identified for the Local Industrial Strategy. Deadline for comments 1st March 2019. In this time the LEP will be engaging with a variety of stakeholders to take their views on the shape and focus of the LIS. These documents are downloadable on the website at www.greaterlincolnshirelep.co.uk/call-for-evidence alongside twelve specific questions which participants can respond to directly from the webpage and which we encourage you to share with colleagues and contacts.

Paper 3 - Report from the Chair and the LEP Director

BREXIT - Following on from the recommendations paper presented to Board on 30th November, Strategy Boards are being tasked with running sessions on Brexit to ensure the existing Sector Plans are fit for purpose. This will be fed back to officers over the coming months. The Government has significantly ramped up its preparations for an EU exit, including the possibility of a no deal exit. BEIS has instructed LEPs and Growth Hubs to assist with two key activities: 1) The development and implementation of interventions to support businesses deal with the impact of EU exit. 2) Stakeholder engagement and capturing local intelligence on the impact of the EU Exit, particularly from SMEs, supply chains, and on local/regional specialisms. This is in order to inform policy decisions and programmes.

- (1) Interventions: In addition to the intelligence we have received from our large companies our efforts have been focused on the development and implementation of interventions to support SMEs. Our Business Growth Hub held two BREXIT Ready workshops and have planned a further four during the first quarter of 2019. BEIS nationally have created online resources to support business with preparing for EU exit. These resources are being promoted and endorsed by the LEP and Business Lincolnshire via our website, social media channels, and the business advisor team. Resources include: The “Preparing for EU Exit” website, which includes technical advice and guidance on a number of business related issues such as employing EU citizens, importing and exporting, and product regulations and standards. The “Prepare your Business” tool, which asks businesses to answer 7 key questions about their organisation in order to generate relevant guidance resources particular to their business, sector and business operations. The Gov.uk collection of “no deal” sector and activity-specific technical guidance papers for businesses. The HMRC “Partnership Pack” for business support agencies (such as Growth Hubs) containing technical notes and guidance resources on taxation and customs impact of a no deal EU exit.
- (2) Stakeholder engagement and the capture of local intelligence, BEIS has asked LEP's to coordinate local intelligence from their client businesses, as well as from partners and intermediaries. Initial intelligence suggests that businesses have heightened their concerns about the uncertainty, and are getting increasingly nervous as the exit date approaches. A decline in the number of business looking to trade internationally. Businesses that currently export are ‘getting nervous’ about quoting for supplying goods & services to overseas destinations – particularly Europe. The primary causation factor is that businesses do not want to be locked into export contracts that become non-profitable due to tariffs and increased costs of export – and equally they do not want to be accused of over pricing their quotes to mitigate.

East Midlands LEPs – As part of strengthening our collaboration across the East Midlands within the context of the Midlands Engine, the Chairs and CEOs of the three LEPS (Leicester and Leicestershire LEP (LLEP) and Derbyshire and Nottinghamshire and ourselves are meeting quarterly. December's meeting built on previous discussions and resulted in an agreed outcome to increase collaboration through the development of our respective Local Industrial Strategies. In order to take this forward our respective economic analysts are working to produce a joint piece of work on areas of shared economic strengths and assets that will inform each of our Local Industrial Strategies, and identify shared opportunities for collaboration.

Paper 3 - Report from the Chair and the LEP Director

Midlands LEPs - Chairs and CEO's are planning to meet quarterly with the 9 LEPs across the Midlands. The Midlands Observatory has been commissioned to undertake an Independent Economic Review.

Tourism Sector Deal - In December 2018, Government entered into an official negotiation with the tourism industry for a tourism sector deal, with the aim to attract more domestic and overseas visitors and help drive major economic growth. The industry has committed to respond with a renewed commitment to promote its offer throughout the year, not just in the peak summer months, and increase clear career paths. The sector has been asked to look at the key themes of:

- Making tourism and hospitality a career for life
- Making the UK the most accessible tourism industry in the world
- Sharing industry data to identify growth opportunities in new and emerging markets
- Increasing accommodation capacity

There is an emerging opportunity to consider a tourism zone for Greater Lincolnshire that partners are exploring.

Greater Lincolnshire Manufacturing Zone – Board Directors may recall that following provision within the Budget in November 2017 for a Manufacturing Zone pilot in the East Midlands, Greater Lincolnshire submitted a bid in August 2018 for a pilot. The goal was to tackle planning restrictions, undertake studies into utilities solutions, enable land to be used more productively, provide certainty for business investment and help boost local productivity and growth. We are pleased to confirm that Greater Lincolnshire was successful in securing £155,000 from the fund as a result of the bid and will now work with partners to develop and implement the proposal. The total size of the pot of funding that was available was £500,000, with the rest of the funding allocated to LLEP and D2N2 LEP.

Pipeline Call- A call for Pipeline project ideas was launched with a closing date of 10th December 2018. 50 outline business case responses were received and provisionally assessed ahead of the Annual Performance Review in early January. All project submissions will be fully assessed throughout January with findings being presented to the 20th February Investment Board and a final revised pipeline to the 31 March GL LEP Board. Once the UK Shared Prosperity Fund is announced by government, the LEP will be keen to bring forward and prioritise schemes that are not only strategically important but that can demonstrate deliverability, value for money and impact.

National Assurance Framework – The National Assurance Framework was published in January 2019. LEP's have to rewrite their LAF's by the end of March. This is a significant piece of work for the Team. The Team is reviewing the National Assurance Framework and begun implementing new areas of compliance.

Education and Skills Board – Skills Advisory Panel (SAP) - The Board will remember that the Greater Lincolnshire LEP was invited to work with Government on a pilot to shape Skills Advisory Panels, announced in the 2017 Conservative Manifesto. Officers have been working with the Department for Education for the last 12 months.

The guidance has now been published that sets out the purpose, composition and responsibilities of a Skills Advisory Panel, which aims to bring together local employers and skills providers to pool knowledge on skills and labour market needs, and to work together to understand and address key local challenges.

Paper 3 - Report from the Chair and the LEP Director

Where a LEP has an existing employment and skills boards, the intention is that the board takes on the Skills Advisory Panel function rather than a new body needing to be created, and that may mean refreshing existing Boards.

Alongside the governance guidance, Government has also published an analytical toolkit to support Skills Advisory Panels to carry out high quality local skills analysis, which will be used by Skills Advisory Panels to fully understand and assess their skills needs and wider labour market challenges, now and in the future. The Secretary of State for the Department for Education has announced that Skills Advisory Panels will get £75,000 to analyse their local skills needs and priorities. A revised terms of reference and membership will be brought to the LEP Board for decision.

The LEP Board should decide/agree to the existing Employment and Skills Board taking on the function of the Skills Advisory Panel (SAP)

Housing - Officers have been exploring the role of housing in our Modern Local Industrial Strategy to ensure that the Call for Evidence recognises the contribution which housing makes to growth and to our sense of place. This is closely aligned to both Planning for Growth and the Strategic Infrastructure Delivery Plan (SIDP) which will receive substantive discussion on the Board's January agenda in their own right.

Inward Investment – Ten visits took place during November and December to internationally owned companies, eight of these were to new companies that previously we had no relationship with. Four visits are currently scheduled to take place in January. Three FDI inward investment enquiries have been received during November and December 2018. Greencore, a Netherlands food company based in Spalding have now invested £4.4m in their food manufacturing equipment which created 14 new jobs. SportsBike Shop, which is a German owned bike clothing retail shop and major internet supplier is based at Kirton Distribution Centre. They have continued to expand and have created a further 30 jobs and continued growth is planned.

Save the Date – The annual LEP Conference and AGM will be combined and be held on **Friday 12th July** at the Lincolnshire Showground. More details to follow.

3 Area Two - Performance

| Actions against the SEP 2017-18 | Ranking |
|---|---------|
| 1 LEP Activity, Business Engagement and Media | Green |
| 2 Growth Deal Performance | Amber |
| 3 Growing Places Fund | Green |
| 4 Feasibility Funding | Green |
| 5 ESIF | Green |
| 6 Skills | Green |
| 7 Business Lincolnshire Growth Hub | Green |

1 LEP Activity, Business Engagement and Media

LEP Board Lead – Ursula Lidbetter, LEP Exec Lead – Ruth Carver

The prime focus for this period has been on the LEP Review and LIS. The Call for Evidence for the LIS is a priority for Jan/ Feb alongside LEP Review, Annual Delivery Plan and the Local Assurance Framework.

Paper 3 - Report from the Chair and the LEP Director

Marketing campaigns, workshops and focus groups with strategic boards and other stakeholders are planned and underway to support this activity. The LEP and Growth Hub are exhibiting at the Visit Expo Exhibition this month which has a focus on the Visitor Economy. Mark Holligworth, Deputy Chair of the LEP VE Board & Lincoln BIG Chair is providing the introductory presentation which we are using as a platform to announce the LIS engagement.

The following Comms activity has taken place since November:-

Food Board Event held in London - <https://www.greaterlincolnshirelep.co.uk/whats-new/key-issues-for-the-food-sector-under-discussion-in-parliament/>

Team Lincolnshire Heading West for Birmingham Lunch

<https://www.greaterlincolnshirelep.co.uk/whats-new/team-lincolnshire-heading-west-for-birmingham-lunch/>

Our turn to produce a Local Industrial Strategy

<https://www.greaterlincolnshirelep.co.uk/whats-new/local-industrial-strategy/>

Creation of Skills Advisory Panels

<https://www.greaterlincolnshirelep.co.uk/whats-new/lep-welcomes-creation-of-skills-advisory-panels/>

LEP New Recruits

<https://www.greaterlincolnshirelep.co.uk/whats-new/two-new-recruits-join-leps-employment-and-skills-board/>

Construction of £8m Link Road

<https://www.greaterlincolnshirelep.co.uk/whats-new/contractor-appointed-to-construct-8m-link-road/>

2 Growth Deal Performance – Amber

LEP Board Lead – Ursula Lidbetter, LEP Exec Lead – Halina Davies

The Growth Deal programme is currently 71% contracted with 65% of contracted spend expended to date. There are 13 schemes/phases still un-contracted with GLLEP, with 6 of these totalling £13.8m reaching final stages of negotiation and likely to be contracted by January 2019. The remaining 8 amount to 17% of the overall £123.7m growth deal allocation. GL LEP has written to un-contracted and some contracted schemes that have missed milestones reminding them of the necessity to spend funding allocations by 31 March 2021, and the implications for the wider programme when forecast targets are annually not met. Two high risk un-contracted schemes have been asked to review their schemes and come back to GLLEP by 31st January 2019 with deliverable proposals for consideration by the 20th February Investment Board.

3 Growing Places Fund – Green

LEP Board Lead – Ursula Lidbetter, LEP Exec Lead – Cathy Jones

One enquiry has been received about a potential Expression of Interest (EOI) for an Invest & Grow loan to develop a business park. The completed EOI has not been received yet, however. Given the slowdown in demand for this loan fund officers are exploring any scope to recycle this pot for other uses, including the potential to offer loans as well as grant to our project pipeline.

4 Feasibility Funding - Green

LEP Board Lead – Ursula Lidbetter, LEP Exec Lead – Cathy Jones

Paper 3 - Report from the Chair and the LEP Director

Administration of Round 1 and 2 continues. A timetable and proposals for rollout of the next phase of Feasibility Funding will begin to be scoped, pending confirmation of the LEP project pipeline.

5 Skills – activity ongoing

LEP Board Lead – Herman Kok, LEP Exec Lead – Clare Hughes

A number of ESF training programmes that support businesses end in March 2019. Procurement for new contracts was almost complete however we have been notified of a delay and are waiting for further information from the Managing Agent. New schemes are due to commence on 1st April. An ESF Apprenticeship Panel will take place on 30th January to establish an Apprenticeship action plan, and a group of Board Members will be exploring how to support smaller businesses to offer work experience at a Workshop on 6th February.

Formal guidance has now been published that sets out the purpose, composition and responsibilities of Skills Advisory Panels (SAPs), which aim to bring together local employers and skills providers to pool knowledge on skills and labour market needs, and to work together to understand and address key local challenges. Greater Lincolnshire has been part of a pilot working with the Department for Education to shape SAPs and already has much of this in place.

6 ESIF – Green

LEP Board Lead – Pat Doody, LEP Executive Lead – Susannah Lewis

European Regional Development Fund (ERDF) - The latest round of calls for ERDF closed on 23rd November 2018 where projects are requesting over £19 million of ERDF. Projects are now being assessed by the national MHCLG team and will be presented to our local ESIF Committee on 8th February 2019. There has been a good response to the call and a further local call is now expected to be launched around Spring 2019 to take up any remaining funds.

Some of our larger, strategic projects that have been under appraisal for a considerable length of time are finally at contracting stage. This includes the Broadband Connectivity in Rural Lincolnshire project which will help to enable up to 97% of premises in Lincolnshire to access Superfast Broadband whilst also supporting Fibre to the Premises connections for SMEs and the University of Lincoln's Centre of Excellence in Agri-Food, Holbeach project.

European Agricultural Fund for Rural Development (EAFRD) - No new schemes or rounds are due to be announced following the previous update

European Social Fund (ESF) - There was an uplift to the LEP allocation from £45m to £47.5m, due to exchange rate re-evaluation. The majority of this programme has been allocated to opt in partners to deliver. The first tranche of the £18.1m allocated within the programme will be coming to an end over the next 6 months.

Extensions to certain ESFA contracts have also been made to this tranche, to allow for extended delivery. We are now in the process of looking at how we manage the rest of the LEP allocation. Due to timescales, and the way in which opt in partner wish to contract with providers, we are acting on a range of approaches. BLF are looking to extend their contracts by £1,859,378, with contract extensions to three of their existing contracts up to 2023. This leaves around £7,115,882 left unallocated across the ESF Programme. The ESFA are in an ALCATEL period, following a very quick OCT round, and we will have the results of this in due course.

Paper 3 - Report from the Chair and the LEP Director

7 Greater Lincolnshire Delivery Programme

Team Lincolnshire – Green

Team Lincolnshire - We now have over eighty members and this number is increasing each month, as positive news spreads about Team Lincolnshire throughout the business community. Last Autumn 2018 we hosted two prestigious and packed events. Our annual MIPIM UK dinner in October, which was held in London, and our first event in Birmingham – which was held on 29th November at the Hotel Du Vin.

Our MIPIM UK event attracted a number of Team Lincolnshire sponsors, with over ninety guests. It provided an excellent platform from which to promote investment opportunities across Greater Lincolnshire to investors and developers from London and the South East. The Birmingham event coincided with Team Lincolnshire's first birthday. Working with both the Midlands Engine and the West Midlands Growth Partnership we hosted a free event in Birmingham. Events play an integral part of the Team Lincolnshire Ambassador Programme and are seen as a key benefit for many members. Greater Lincolnshire's role in the Midlands Engine has provided it with a platform to nurture ties with the East and West Midlands, and attract interest and investment from key companies and stakeholders in across the region. Steve Hollingworth, Director of Sport and Well Being for Birmingham City Council and an integral member of the Birmingham 2020 bidding committee was the guest speaker. Ninety people attended the lunch.

Business Lincolnshire - Green

LEP Board Lead Prof Mary Stuart LEP Executive Lead Samantha Harrison

The new High Growth Scale Up Programmes has proved very popular and we have commissioned additional programmes to be delivered during 2019. In addition to the leadership and management workshop and mentoring support, we are also encouraging all the scale up clients to attend a PR workshop that will develop their abilities to work with media organisations to tell their good news stories and raise the profile of their respective businesses. We learned in the last quarter that one of our Scale Up businesses have been accepted onto the next cohort of the Goldman Sachs 10000 businesses national scale up scheme and 2 further businesses are awaiting news on whether they will be accepted into the next cohort later in the year. We will continue to monitor the results of the programmes over the coming months.

The team are planning the delivery of two high profile events in March – **the Manufacturing Conference on 22nd March** being held at Sleaford Quality Foods and the **Visitor Economy Conference on 29th March at Doddington Hall**. These two conferences are in addition to a range of smaller workshop events around various different topics such as Brexit, Industry 4.0, Lincolnshire Tech Hub demonstrations and digital marketing, etc.

The current ERDF funded business support programme is in place until mid-2019. A new European bid £5.28m is undergoing appraisal with MHCLG currently. This will extend the activity for a further 3 years and includes advisory support, specialist advice, mentoring support, events activity and business growth grant funding.

Interest in the business growth grant fund remains very strong. The following table summarises the position with the 3 grant pots as at the end of December 2018.



LEP Review

25th January 2019

Greater Lincolnshire LEP

Content



- ❖ **Geography**
- ❖ **Implementation Plan**
- ❖ **Annual Performance Review**

- ❖ LEP Review Task & Finish during the summer
- ❖ Submission of preferred Geography - 30th September 2018
- ❖ Greater Lincolnshire and Merger – Board approved Revisit position – 30th November 2018
- ❖ Greater Lincolnshire and collaboration
- ❖ Ongoing discussions

- ❖ Greater Lincolnshire submitted an implementation plan on 31st October 2018
- ❖ Confirmation of Implementation Plan – 21st December 2018
- ❖ Greater Lincolnshire received £100,000 in support of the Implementation Plan – 21st December – additional £100,000 potentially when Geography unlocked

- ❖ **LEP Review Task & Finish Group will be monitoring the progress of the Implementation Plan**
- ❖ **Revised National Assurance Framework published 8th January 2019 – All LEPs to revise LAF and implement changes by the end of March 2019**

Main implications for Greater Lincolnshire from LEP Review

- ❖ Geography – next steps
- ❖ Collaboration continues with formal collaboration documents being developed – Humber LEP and GCGP LEP in particular
- ❖ LEP Board – (actioned)
- ❖ Strengthen LEP Local Scrutiny arrangements

Main implications for Greater Lincolnshire from LEP Review

- ❖ Strengthen the independence of the LEP Secretariat in providing impartial support and advice to the Greater Lincolnshire LEP Board
- ❖ Office Location
- ❖ Legal Personality
- ❖ Production of Annual Delivery Plan

Greater Lincolnshire LEP

Main Implications for the NAF



- ❖ Resource
- ❖ Delivery Plan
- ❖ Roles and Responsibilities
- ❖ Scheme of Delegation



Ministry of Housing,
Communities &
Local Government

Apex Court
City Link
Nottingham
NG2 4LA

www.gov.uk/mhclg

19 December 2018

Ruth Carver
LEP Director
Greater Lincolnshire LEP
Lancaster House
36 Orchard Street
Lincoln
LN1 1XX

Dear Ruth

Implementation Plan and National Assurance Framework

Thank you for the work over the past several months in responding to the recommendations of the LEP Review.

As Stephen said at the LEP Network, the government has indicated that it will make further capacity funding available in 2018-19 to LEPs in order to fund the implementation of the LEP Review and to begin development of your Local Industrial Strategy.

I can confirm that whilst we recognise that you have made progress towards settling your geographical overlaps, I am not able to release the full amount of additional capacity funding to Greater Lincolnshire LEP until such time as the overlap is finally resolved. I am, however, able to confirm that £100,000 in additional capacity funding has been allocated to you. This was transferred to your accountable body on Friday 14 December in order to fund the implementation of the LEP Review and the development of your Local Industrial Strategy. This is in recognition of the efforts you have made to seek a resolution to date.

We have considered your implementation plan in detail and you should continue to implement that plan notwithstanding the overlap issue.

You should, however, pick up the following in further detail with Pete Holmes:

- 1) Board Recruitment:** the completion of the recruitment exercise, the appointment of a private sector deputy chair, increase private sector representation and improving your gender balance. We recognise your commitment to improving the gender representation on your LEP Board. There must be consistent and publicly-outlined processes to enable effective recruitment to help increase board diversity. With this in mind, please continue with your work striving towards having equal representation of men and women by 2023.

2) Roles and Responsibilities: Board approval to policies documenting the roles and responsibilities of the Chair, Deputy, Director and Accountable Body and including these in a revised Local Assurance Framework.

3) External Scrutiny: Board approval to enhanced scrutiny arrangements (see below).

I also want to thank you for the feedback you have given as we renew the National Assurance Framework. As part of that, I now want to use this opportunity to provide some further clarifications to what we said in *Strengthened Local Enterprise Partnerships* following queries that have arisen since.

Gender representation

In *Strengthened Local Enterprise Partnerships* we set out ambitions for LEP Boards to improve their gender balance aiming for equal representation of men and women by 2023 and aim for a minimum of a third women's representation on boards by 2020. I can confirm that these expectations relate to the *entire* LEP board and not just the private sector portion of the board.

LEP Chair limits

LEP Chairs should hold the position for a period of 3 years with an optional 3 year extension. In exceptional circumstances, this could be extended for a further 3 years meaning a maximum tenure of 9 years as Chair.

Deputy Chairs

Whilst there is no *requirement* that a Deputy Chair must be a private sector board member, it is our view that a private sector Deputy Chair would be beneficial in ensuring the LEP speaks with a business voice and help with succession planning.

Chief Executive

The Chief Executive, as a minimum, should report exclusively to the LEP and be under the direction of the LEP Board. The Chief Executive should therefore be employed by:

- The LEP itself as a company.
- Seconded to the LEP. Where a Chief Executive is seconded from a Local Authority they must have a clear contract which states that they act independently of Local Authority.
- Employed by the Local Authority, but with a clear Service Level Agreement or contract which specifies that they report exclusively to the LEP.

I understand you share premises with Lincolnshire County Council, the LEP's Accountable Body. Over the coming months, I encourage the LEP to bring forward effective proposals to meet the independent secretariat recommendation in the review.

Scrutiny and audit

To ensure that the operation of LEPs is subject to external scrutiny and expert oversight, you should establish mechanisms to participate in local authority scrutiny through, for example, attending local authority scrutiny sessions or establishing a special purpose joint local authority scrutiny committee.

Advertising Chair vacancies

It is for each individual LEP to decide on its process for advertising vacancies widely and evidencing that they have consulted the business community within this process. We expect all posts to be advertised externally and not restricted to members of the existing LEP board. The government has created a mechanism to allow for Chair and Deputy Chair vacancies to be listed on the Centre for Public Appointments website. You should contact your Cities and Local Growth Unit Area Lead in the first instance to receive further information on how to advertise vacancies on this website.

Local Industrial Strategy

As Stephen mentioned at the LEP Network meeting on 27 November, I am pleased to confirm that Government will begin working closely with all remaining Mayoral Combined Authorities and Local Enterprise Partnerships to develop Local Industrial Strategies from the new year. You may have seen the recent announcement.

In terms of next steps:

- I will be in touch in the new year to discuss taking this forward.
- An evidence pack will be available shortly to LEPs which will help you with the evidence gathering stage.
- We will continue to work with partners including the What Works Centre for Local Economic Growth and the Local Government Association to provide support throughout 2019. We will be sharing further details on this support shortly.

Finally, to reconfirm, this year's performance reviews will be based on the existing National Assurance Framework that was published in 2016 with additional requirements following the Mary Ney review which are outlined in the Annual Performance Review guidance. LEPs will need to be compliant with the new National Assurance Framework by April 2019 in order to receive funding in the 2019/20 financial year.

Many thanks once again for your efforts in implementing these important strands of work. I am confident that it will put LEPs in a strong position as we look forward towards the development of ambitious Local Industrial Strategies and as we look to consult on a new UK Shared Prosperity Fund.

Yours sincerely,



Rowena Limb

Area Director, Cities and Local Growth Unit

Paper 3.4 - LEP Governance Review

1 Purpose

- 1.1 To secure LEP Board approval to commission a focused review of Greater Lincolnshire LEP's governance, processes and operations to ensure the organisation is fit for purpose, sustainable, transparent and able to respond effectively to the changing economic and political landscape.

2 Recommendation

- 2.1. The Board is invited to endorse the review and delegate authority to the LEP Director, the chair and the members of the LEP Review task and finish group as appropriate to commission the review with a budget of up to £20k.

3 Background

- 3.1 The role and responsibilities of LEPs including Greater Lincolnshire LEP have grown significantly since formation in 2011. For the 2019/20 financial year, the LEP will have a revenue budget of around £675,000, and a capital budget of more than £18m. The implementation of the Strengthening LEP Review, and the publication of the national assurance framework, as well as the refresh of the SEP, the production of a local industrial strategy and the prospect of building capacity for the UK Shared Prosperity Fund has brought greater certainty to the LEP's finances until 2021 and a good platform on which to build. Changes to the national political landscape, with Brexit and the Industrial Strategy, bring both opportunities and challenges for LEPs. At the same time, local authority colleagues, who continue to be supportive partners of our LEP, face increasing budgetary pressures.

The increased responsibilities means LEPs are under greater scrutiny than ever before, from local and national media, from MPs and local authorities and from residents, with an ever greater need for transparency. The Greater Lincolnshire LEP has always ensured good governance is embedded and this has been recognised by Government with, for example, the size of our Growth Deal awards, annual performance review and rating of our Growth Hub. We last carried out a review of the structure of the LEP in early 2015 in response to our first Growth Deal award. This led to the development of our current team structure. In addition, in February 2018, we signed off our updated assurance framework, which is the framework developed by Government to ensure our processes around our Growth Deals are sufficiently robust, including the processes for project approval.

However with the strengthening LEP review published in July 2018 and the National Assurance Framework published in January 2019, we should not be complacent and now seems to be an opportune moment to conduct our own review, particularly given the refresh of the LEP Board, a transition to a new chair in September 2020, the publication of our SEP and LIS and the prospect of the Shared Prosperity Fund. It is important to have the strongest possible Board, Governance, processes and structure in place to deliver this new strategy.

It would be possible for us to carry out the review ourselves, and indeed that is the approach taken to date. However, we feel it would be helpful to seek external support for the process in order to bring impartiality as well as external credibility and wider insight of best practice from other areas.

Paper 3.4 - LEP Governance Review

Key business issues to address

It is proposed the review should cover four areas, tackling a number of key questions:

1. Board

How may the Board better lead and shape the strategic direction of the LEP?

Do current structures and working practices make the most of member's time, experience and expertise?

How may the Board be better mobilised to champion the LEP, and support the LEP executive team?

2. Governance.

Are the right structures, processes and controls in place to support the delivery of the aims and aspirations of the LEP?

Are the Board reporting and escalation arrangements appropriate for an organisation of this size and nature?

What opportunities exist to improve transparency without compromising commercial confidentiality?

3. Organisation.

Current practices and processes - are they efficient and value for money?

What should we stop, start or continue in order to deliver on our objectives and targets?

Do the structures, processes and controls in place support the aims and aspirations of the LEP?

4. Team.

Competency and capability of the executive team - identify any areas that require more development or support.

Are there any identifiable gaps that we will need to address to deliver our ambitions?

Scope of the review

It is proposed the review will:

- Include an overview of current LEP activities and provide an analysis of the alignment and suitability of those activities to the stated aims and objectives of the LEP.
- Perform a qualitative review of current governance structures, terms of reference and responsibilities.
- Perform a quantitative review of current costs and resource requirements and resource capacity and demand within the LEP from an initial assessment of the following:
 1. Strategy and policy
 2. Finance
 3. Performance management
 4. Project and Programme Management
 5. Business support, admin, legal

Paper 3.4 - LEP Governance Review

Final report

The review will provide recommendations and an implementation plan for the LEP Board, based on the analysis above. The report will be presented to the Board which can then agree the implementation plan and add additional recommendations to be taken forward by the executive.

Timeline

The Accountable Body's procurement rules state that for a contract value of up to £25,000, a minimum of three suitable quotes must be obtained. It is envisaged that the Governance Review will be under this threshold and prices will be sought as part of the tendering process and it is proposed that this work be paid for from the Core Funding of the LEP. Subject to board approval, we propose the following timeline.

TIMETABLE

| | |
|--|---|
| Invitation to tender issued | Monday 28 th January 2019 |
| Proposal document submitted | 5pm Monday 25 th February 2019 |
| Proposal review | Monday 4 th March 2019 |
| Start date for fieldwork (<i>indicative</i>) | On or before Monday 18 th March 2019 |
| Draft report available (<i>indicative</i>) | Monday 6 th May 2019 |
| Final report presented to LEP Board | Friday 24 th May 2019 |

This would enable the draft report and recommendations to be considered at the LEP's May Board. This timeline would enable recommendations from the report to be considered by the LEP board and introduced in a timely fashion ahead the publication of the new Economic Strategy and LIS, and the appointment of new LEP chair in 2020.

4 Recommendation

- 4.1 The Board is invited to endorse the review and delegate authority for the LEP Director, the Chair and the LEP Review task and finish group to commission the review with a budget of up to £20k.

Paper 4

LEP Collaboration Approach

1 Recommendations

- That the LEP Board consider the broad areas of collaboration for the LEP Team to take forward
- That the LEP note the progress on the Eastern Gateway Collaboration

2 Background

- 2.1. Collaboration with our neighbouring LEPs and LEPs with similar interests is important to achieving our ambitions

Currently Greater Lincolnshire LEP collaborates informally with the Humber LEP, and York and North Yorkshire LEP, and the East Midlands LEPs. Further formal collaboration is being developed with our neighbours to the North, and to the West and the South.

The approach is to work with local stakeholders to agree areas of collaboration, this will involve conversations with local authorities and neighbouring LEPs with the aim of producing a statement of collaborations. The LEP Board are asked to agree the **initial** areas of focus:

CGGP LEP - SKDC and SHDC (and ultimately Rutland CC).

- Funding arrangements for South Kesteven, South Holland in relation to ESIF and Growth Fund finances from CPCA LEP function
- Transition arrangements relating to Rutland potential transfer from CPCA LEP function to the Greater Lincolnshire LEP
- A1 growth corridor, A17 arrangements around co-ordination of strategy, policy and funding
- Skills
- Automation and Robotics in the Food Sector

D2N2 LEP - GLLEP

- A46 Corridor and employment growth
- Manufacturing sector

Humber and GLLEP

- Ports and Logistics, Manufacturing and Energy Sector
- Transport Connectivity - A15/A46

Humber, GLLEP and North York and Yorkshire LEP

- Rural
- Coastal

Eastern Gateway Proposal

This paper updates the Greater Lincolnshire Board on the development of a draft proposal for three-LEP collaboration, titled the Eastern Gateway. The Board is being asked for in-principle support to enable further development to take place on coastal towns and rural economies.

Paper 4

LEP Collaboration Approach

The LEP Review sets out Government's expectation that LEPs will continue to collaborate on relevant issues. Collaboration with other LEP areas can add value through increased scale, making efficiencies through sharing commissions or resources, avoiding unproductive duplication, and more effectively addressing issues which overlap LEP boundaries.

However, collaboration can also result in increased complexity, a loss of focus and slower decision-making. Collaboration with other LEP areas is not appropriate for every issue. The LEP therefore needs to be selective about the commitments it makes to collaborate with other areas; clear about the reasons for collaboration and the intended benefits; and determine whether any proposed collaboration is actually joint working or simply dialogue. This will help to ensure that collaboration is meaningful and realistic, and that the LEP does not overstretch itself.

One area that has been developed is an Eastern Gateway collaboration for a more ambitious and meaningful joint agenda with both Humber and North Yorkshire, a draft proposition is being developed. The draft proposal advocates the long-term rebalancing of England's economic geography by stimulating growth and productivity along the currently underutilised "eastern economic corridor", improving low-wage economies and relieving pressure in other parts of the country. By working together, it aims to provide greater influence and support for rural and coastal economies over the sub-national and national agendas - recognising that more needs to be done to advocate the interests of the easternmost parts of the Northern Powerhouse/Midlands Engine.

Areas of collaboration - The proposed partnership focuses on three areas where there is either a need to collaborate across administrative boundaries and functional economic areas, or an opportunity to share approaches to tackling common issues. These are: **Connectivity: the eastern economic corridor, coastal towns, rural economies**

The three LEPs would still each have their own local industrial strategy, but would seek to agree common approaches to the agenda covered by this partnership. This could include jointly bidding for funding or commissioning programmes where appropriate.

A collaborative approach could be an effective way of the LEPs addressing these issues in the current overlap areas, and facilitating the continuation of current cross-boundary working.

The Board is recommended to agree that it would in principle welcome a three-LEP approach on the areas of north/south connectivity, coastal towns and rural economies. Should the discussions with neighbouring LEPs continue positively, a proposal will be brought back to the Board for approval.

Paper 5 - Delivery of the LEP AgriFood Sector Plan, Report from Mark Tinsley (Chair of the Food Board)

Recommendations

- The LEP Board are asked to consider a change to the Terms of Reference to the Greater Lincolnshire Food Board.
- The LEP Board are asked to note the progress of the LEP'S Food Board.

Greater Lincolnshire Food and Farming Structures

The LEP Food Board Chair; Mark Tinsley has recommended a change in the food and farming structures to reflect the continuing change in the industry and following feedback from recent core and wider Food Board meetings and a need to update the membership of the Food Board due to role and company changes. It is proposed that in line with three distinct groups and agendas emerging with whom we need to engage, each of which has particular focus, that the structure should be revised as follows:-

- **The Food Board (FB)** - should focus on the post farm gate supply chain and how we develop the sector so that it can thrive through and beyond Brexit. Implementing a review of Food Board membership would ensure this focus and update the membership and the group would cover processing and the supply chain logistics and major markets. Greater Lincolnshire LEP would remain the Secretariat.
- **Agriculture and Horticulture Forum (AHF)** - a rural and farming policy focused group which links directly to DEFRA's Rural and Farming Network (RFN). This will be needed potentially even more in the next year given the major changes due to a move from a CAP framework to new UK agricultural and environmental policies. DEFRA are currently doing a review of the RFN nationally and ministers are considering reinforcing its role. LCC would remain the Secretariat.
- **Commercial AgriFood tech (CAT)** group - this group would include the larger farming estates, major commercial farms and technical food companies who are spearheading the development of new business models in the sector and drawing on technology. It would also include companies in the technology sector who are delivering new systems and technology to the industry. This group could also link to the Water Resources East work on working on water resource infrastructure and the work LIAT is doing on energy and smart grids. A potential solution for this is to approach the University's LIAT team as the best placed to host this group and help organise meetings as it directly fits with their agenda and role.

The Board is asked to discuss and endorse the proposal from the Food Board

Delivery July to December 2018

The agriculture and food and drink sector is potentially one of the sectors which will see the greatest impact from Brexit and so considerations of the impact Brexit may have and how to respond have been the main area of focus in 2018. The food industry in Lincolnshire, in common with the rest of the country, sees the two main issues to be future trade relationships and labour supply, with in addition for the agricultural part of the food chain, concerns about how the new UK Agriculture Bill and policy will be implemented.

Paper 5 - Delivery of the LEP AgriFood Sector Plan, Report from Mark Tinsley (Chair of the Food Board)

Whilst most food companies are quietly optimistic about the long term future, many have shelved short term investment plans until the trade and labour supply position they will be working within becomes clearer. Anecdotal evidence shows many farming and food businesses are trying to reduce debt levels by reducing short term investment, to provide more scope for manoeuvre once the situation on Brexit becomes clearer. Some members of the Food Board are deeply concerned that government is not listening to their concerns on labour supply and trade. The key messages are:

- Food is not dissimilar to the automotive sector with high levels of trade with most, even quintessentially British products, containing imported ingredients. Frictionless trade with Europe, the UK's largest food export market and largest source of non UK ingredients, is seen as essential to enable the industry to continue to function.
- On workforce supply the industry remains heavily reliant on migrant labour, the supply of which is already much more constrained. Whilst automation can improve labour efficiency, this will take 5 years or more to make a real impact as many processes still cannot be automated (need more R&D) and because of the investment levels needed. Unless the industry has access to labour in the short term it cannot make the profits needed to invest in new systems. Even in the long term, assuming that Brexit means more UK sourcing for the domestic market and new export opportunities, the increase in volume is likely to mean the industry continues to need just as many workers. There is real frustration at the proposed £30,000 threshold for workers from outside the UK in the future, which is seen as out of touch with what constitutes a 'skilled job' in Lincolnshire manufacturing.

The main areas of activity in the second half of 2018 were:

- Automation - Lincolnshire, both Lincoln University and LEP are continuing to lead the national agenda on food chain automation with this featuring in the Local Industrial Strategy, the (national) Food and Drink Sector Deal and the area's input to the Midlands Engine. The University of Lincoln is securing large amounts of government and industry investment into this agenda and now, we believe, has the largest agrifood robotics team in Europe. Recent project wins have included projects support by industry and UK and EU funding sources.
- Delivery of the three Food Enterprise Zones (FEZs) continues with all now having their planning/LDO in place and with their delivery plans well advanced. A number of lines of enquiry are being investigated for potential investors into the FEZs.
- Ursula Lidbetter continues her role on behalf of all the LEPs on the Food and Drink Sector Council (FDSC), with Lincolnshire also contributing directly to the Council's Productivity Working Group (chaired by Sir Peter Kendall with Professor Simon Pearson (LIAT) leading the task and finish group on automation) and the Skills Working Group with input by Professor Val Braybrooks (NCFM).
- The DEFRA supported Food and Drink LEP Network brings together 25 LEPs with DEFRA and other government departments to share knowledge and co-design future support for the industry. It is co-chaired by Ruth Carver (alongside the DEFRA Industrial Strategy team lead) and Martin Collison provides the LEP secretariat support to guide the agenda. Two formal meetings were held in the 2nd half of 2018: Trade (26th July 2018); skills and workforce supply (31st October 2018), with a further innovation workshop due on 11th February 2019. Ruth and Martin are as a result in regular contact with DEFRA policy teams, on behalf of all LEPs, typically 2-3 times per month.

Paper 5 - Delivery of the LEP AgriFood Sector Plan, Report from Mark Tinsley (Chair of the Food Board)

The GLLEP Food Board met twice:

- Lincoln on 4th July 2018 to focus on the local industrial strategy and FDSC (with Sir Peter Kendall, chairman AHDB and FDSC member in attendance). This meeting also gave board members the chance to visit the University of Lincoln agrifood automation teams.
- House of Commons on 31st October which gave members the chance to present their views to Lincolnshire MPs and Lords on trade and labour supply, with a subsequent dinner at the Farmers Club focusing on infrastructure (power, water and transport), the proposed UK Food Strategy and the need to engage with the Treasury for the long term.

The Food Board was refreshed (see proposed restructure section in Directors Report for decision), and the Board has been joined (subject to approval) by:

- Nigel Terry, MD, Greenyard
- Daniel Fairburn, CEO, Fairburn Eggs
- William Burgess, Chairman, Produce World

Ursula Lidbetter was also the keynote speaker at the Humber Seafood Summit on 18th October 2018 at Forest Pines and one of three speakers, alongside the NFU and CLA, at an Institute of Agricultural Management Brexit Debate at Riseholme 1st November 2018. The Lincolnshire Forum for Agriculture and Horticulture met on 7th November 2018 with a focus on future UK Agriculture Policy, the potential for a Midlands Engine 5G pilot to support the food chain and how Councils can support the growth of the industry.

Focus during Q1 2019

In 2019, the early part of the year in the food sector is expected to be dominated by Brexit and the changes this may bring. The LEP and the Food Board will continue to engage with DEFRA and across government on Brexit to represent the views of industry, with a focus on securing as much certainty as possible on future trading conditions. In parallel the key areas which will be taken forward are:

- Continuing to promote the need for national investment in food chain automation. This will be delivered jointly with the team at the University of Lincoln and seek to secure further investment to expand the University's work given the ongoing and large increase in the demand from industry. Work is also exploring the potential to expand this work to include additional sectors of the food chain.
- Supporting the delivery of the FEZs and connecting these development sites with the industry and potential investors.
- Continuing to support LEP input nationally into the Food and Drink Sector Council (FDSC) and the Food and Drink LEP Network at this time of change for the industry. This will include regular direct engagement with government officials as well as the more formal meetings.
- Securing a meeting with the Treasury for the Food Board, as suggested by Sir John Hayes, who has offered to broker this meeting.
- Working with stakeholders to frame the focus of the Local Industrial Strategy ask for the food chain.

Paper 6

Enterprise Adviser Network – Herman Kok Greater Lincolnshire Employment & Skills Board

1 Recommendations

- That LEP Board Directors note the early progress on the EC.
- That the LEP Board Directors consider the ambition for full coverage across Greater Lincolnshire.

2 Summary

2.1. This report updates the Employment and Skills board on the progress of the Enterprise Coordinator (EC), employed by the Greater Lincolnshire LEP and jointly funded by the Careers and Enterprise to work across 20 schools in Greater Lincolnshire to help bridge the gap between education and business. Board Directors will recall that LEP is funding 50% of the costs for an EC for a two year pilot until September 2020.

3 Background

3.1 *Evidence indicates that four meaningful encounters with employers during school will help a young person to earn up to 18% more in their lifetime and become significantly less likely to become NEET (not in employment, education or training). It is expected that all young people should experience one employer or employee encounter for each year they are in education from year 7 upwards.*

The Government Careers Strategy was released in December 2017 and was developed in partnership with the Gatsby Charitable Foundation therefore the subsequent Statutory Guidance released in January 2018 stated that the Gatsby Benchmarks be used as a framework for good practice to ensure schools were meeting their duty:

1. A stable Careers Programme
2. Learning from Careers and Labour market Information
3. Addressing the needs of the Pupils
4. Linking Careers to the curriculum
5. Encounters with employers
- 6: Experiences of workplaces.
- 7: Encounters with FE and HE providers
- 8: Personal Guidance

One of the statutory duties identified in the new guidance, states that by September 2018 all schools and academies should appoint a careers leader to co-ordinate their careers programme and that their details along with details of the careers programme and their provider access policy be accessible on their website. The role of the Enterprise Coordinator (EC) is to recruit and partner volunteer business leaders (Enterprise Advisers) with school's careers leads, assisting them strategically to build a careers plan and gain meaningful encounters with employers to help young people learn more employability skills and understand the local labour market.

The EC role involves understanding the schools starting point, needs and strengths of the schools and their CEAIG to be able to identify key areas for development and also make the best match with an Enterprise Adviser. This has been done with information from the Compass and Tracker tools shared with the EC, school meetings

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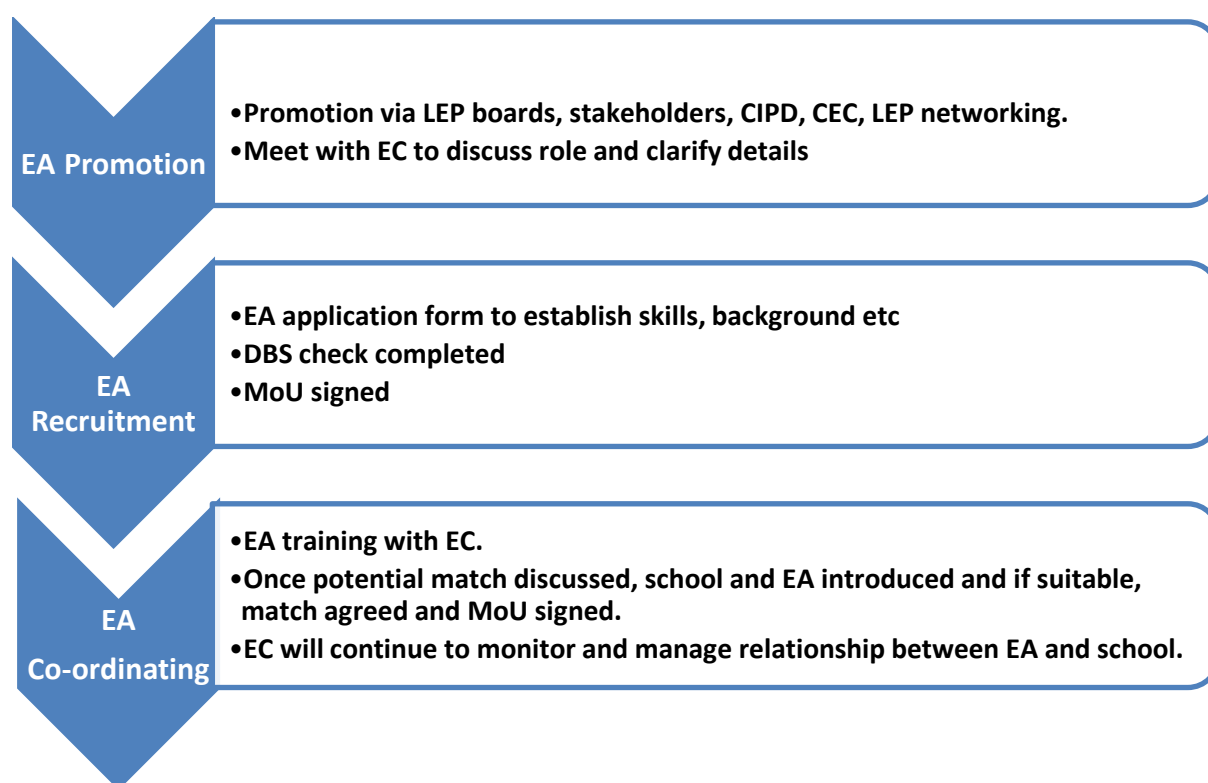
Enterprise Adviser Network – Herman Kok Greater Lincolnshire Employment & Skills Board

and also completion of a schools provision survey devised by the EC to identify gaps in the Compass report.

Enterprise Adviser Network across Greater Lincolnshire

The EC has been in post with the LEP Team since September 2019, and is making good progress. The target is 20 schools and the area has been established as East Lindsey, West Lindsey, North Keteven, Lincoln and Boston. The project reports into the Employment and Skills Board, and progress will be in future captured in the LEP Directors Report. An example of the format of the progress report is attached.

One of the key tasks is the recruitment of Enterprise Advisers recently started via the Greater Lincolnshire LEP Boards and will progress as below:



Once further progress has been made and the Lincolnshire EAN is better established; Network meetings will be held 3-4 times a year and the Careers Leads within the GL EAN, local Careers Advisers and providers and stakeholders are invited. This forum is an opportunity to share good practice, receive updates and also allows providers and organisations to update on relevant opportunities. In addition to this, Enterprise Advisers will meet quarterly to share experiences, good practice, receive training and updates and network with each other. It is expected that an EC will engage with no more than 20 schools to engage with due to the involvement of the role and the EA recruitment and co-ordination.

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The LEP Board need to consider whether there is ambition to have full coverage across Lincolnshire. North and North East Lincolnshire are currently covered by the Humber LEP's EAN, and to date, schools in South Holland and South Kesteven have had access to an EAN from Greater Peterborough and Greater Cambridgeshire LEP (this is ending in March 2019). It is estimated that a further two full time posts would be needed to provide coverage across Lincolnshire beyond March 2019, and to work with all schools in Lincolnshire, with any salary costs being match funded by the Careers and Enterprise Company. The CEC state that any EC should be employed and integrated with the LEP.

The LEP Team have written to local partners to seek the understanding of the ambition on coverage across Lincolnshire. If there is sufficient interest, the LEP will consider a proposal from the Employment and Skills Board for the LEP Board to consider.

Recommendations:

- That LEP Board Directors note the early progress of the Enterprise Co-ordinator.
- That LEP Board Directors consider the ambition for full coverage across Greater Lincolnshire of the EAN.

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Reporting Template (to be provided in LEP Directors Report each meeting)

| Activity | Target by July 2019 | Actual (to end Dec 2018) |
|---|----------------------------------|--------------------------|
| Establish written procedures and structures | To complete by December 2018 | Completed |
| Establish DBS process | To be completed by December 2018 | Completed |
| Number of schools engaged | 20 | 7 |
| Number of school visits | 40 | 7 |
| Number of schools completed Compass | 20 | 4 |
| Number of schools completed Tracker | 20 | 0 |
| Number of schools signing MoU | 20 | 2 |
| Number of employer 1-1 sessions | 20 | 4 |
| Business networking events attended | - | 1 |
| Provider/stakeholder meetings/events attended | - | 10 |
| Number of Enterprise Advisers recruited | 12-15 | 2 |
| Number of schools matched to Enterprise Adviser | 10 | 0 |
| Number of schools meeting Benchmark 5 | 10 | 1 |
| Number of schools meeting Benchmark 6 | 10 | 1 |
| Enterprise Adviser Network meetings | 2 | 0 |

Schools signed up or in process of signing MoU:

1. Haven High Academy, Boston
2. Banovallum School, Horncastle
3. Priory City of Lincoln Academy, Lincoln
4. De Aston School, Market Rasen
5. Kesteven Sleaford High School, Sleaford

Other Activity

1. Through national CEC introduction, the EC has met with the RAF in relation to their Civil Service roles are keen to develop careers activities with schools and want to pilot this in 5 schools in Lincolnshire in Summer term 2019. The EC has identified the 5 most disadvantaged schools and will create links between RAF and schools, help support with planning of the pilot and oversee the project.
2. Link with the Commando Chef, a Royal Marines Chef who promotes healthy cooking, healthy eating, team building and physical wellbeing so the events can be linked with food technology, sport or health and wellbeing. He has agreed to visit three schools across Lincolnshire at no cost to the schools.

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3. Attended new EC training in London last month.
4. Attended 2 day national CEC meeting in Birmingham and has had 4 meetings with CEC area manager. These will continue monthly.
5. Will attend EC meeting for the East of the country in early January to share ideas, good practice and updates on national projects.
6. Attended meetings to introduce the scheme to District Councils.