



## LLEP BOARD OF DIRECTORS

3.00pm, 11 FEBRUARY 2021

### MS Teams Call

#### AGENDA

TIME		ITEM	REPORT	DECISION / INFORMATION	LEAD
15:00	1.	Welcome and Apologies			Chair
	2.	Declarations of Interest			All
15.05	3.	Minutes and actions LLEP Board Meeting 1 December 2020	Paper A	Decision	Chair
15.10	4.	Investment Panel Recommendations  <b>NOT FOR PUBLICATION By virtue of paragraph 3 as defined at Annex 7 of the Local Assurance Framework</b>	Paper B	Decision	Andy Reed Helen Miller
15.25	5.	Governance / Board Director representation	Paper C	Decision	Mandip Rai
15.40	6.	East Midlands Freeport Bid	Paper D	Information	Mandip Rai
15.50	7.	Operating Model Review Update	Paper E	Information	Chair
16.00	8.	Annual Performance Review 2020/21	Paper F	Information	Mandip Rai
16.10	9.	Economic Recovery Strategy	Paper G	Information	Fiona Baker
16.20	10.	Skills Advisory Panel Update / Skills White Paper	Paper H	Information	Verity Hancock Fiona Baker
16.35	11.	Business Gateway Update	Paper I	Information	Neil McGhee
16.45	12.	National Policy Update	Verbal	Information	CLGU
16.50	13.	AOB			



# Paper A



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## LLEP BOARD OF DIRECTORS

Minutes of the Meeting – 1 December 2020

(Microsoft Teams)

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### Attendance and Apologies:

<b>Directors</b>		<b>Representing</b>	
Kevin Harris	<b>KH</b>	Private Sector	Chair
Emma Anderson	<b>EA</b>	Private Sector	
Prof Robert Allison	<b>RA</b>	Universities	
Sonia Baigent	<b>SB</b>	Private Sector	
Chas Bishop	<b>CB</b>	Private Sector	
Anne-Marie Hunt	<b>AH</b>	Private Sector	
Dr Nik Kotecha OBE	<b>NK</b>	Private Sector	
Ajmer Kaur Mahal	<b>AKM</b>	Private Sector	
Anil Majithia	<b>AM</b>	Private Sector	
Neil McGhee	<b>NM</b>	Private Sector	
Cllr Jonathan Morgan	<b>JM</b>	Leicestershire District Councils	
Andy Reed OBE	<b>AR</b>	Private Sector	
Cllr Terry Richardson	<b>TR</b>	Leicestershire District Councils	
Nick Rushton	<b>NR</b>	Leicestershire County Council	
Sir Peter Soulsby	<b>PS</b>	Leicester City Council	
<b>In Attendance</b>			
Fiona Baker	<b>FB</b>	LLEP	
Alison Greenhill	<b>AG</b>	Leicester City Council -	
Helen Miller	<b>HM</b>	LLEP	
Jacqui Moody	<b>JMo</b>	BEIS	
Tom Purnell	<b>TP</b>	Leicestershire County Council	
Mandip Rai	<b>MR</b>	LLEP	
Colin Sharpe	<b>CS</b>	Leicester City Council	
Andrew Smith	<b>AS</b>	Leicester City Council	
Peter Sutton	<b>PSu</b>	Cities and Local Growth Unit (CLGU)	
Richard Sword	<b>RS</b>	Leicester City Council	
<b>Apologies</b>			
Jaspal Singh Minhas	<b>JSM</b>	Private Sector	
Verity Hancock	<b>VH</b>	Further Education	

**Minute****Action**

<p><b>1.</b></p> <p>1.1</p> <p>1.2</p>	<p><b><u>Welcome and Apologies</u></b></p> <p>KH welcomed all present to the meeting.</p> <p>Apologies for absence were noted as above.</p>	
<p><b>2.</b></p> <p>2.1</p>	<p><b><u>Declarations of Interest</u></b></p> <p>NK declared an interest as he was a member of the MAG and was therefore involved in investment decisions concerning East Midlands Airport.</p>	
<p><b>3.</b></p> <p>3.1</p>	<p><b><u>Minutes and Actions - 6 October 2020</u></b></p> <p>The Minutes of the Meeting held on 6 October 2020 were agreed as a correct record, subject to noting the clarification provided by TR on the position with the District Councils in terms of the Zero Carbon Plan.</p>	
<p><b>4.</b></p> <p>4.1</p> <p>4.2</p> <p>4.3</p>	<p><b><u>Written Procedures -LLEP Membership - Result of Decision</u></b></p> <p>The Democratic Support Officer submitted a report, which confirmed the outcome of a decision taken under Written Procedures as defined in the Local Assurance Framework.</p> <p>The decision was in relation to the approval of requests to become members of the Leicester and Leicestershire Enterprise Partnership Ltd. Applications had been received from the following three organisations, two being from the Education Sector and one from a membership organisation:</p> <ul style="list-style-type: none"> <li>• North Warwickshire and South Leicestershire College</li> <li>• Loughborough College</li> <li>• East Midlands Chamber (Derbyshire, Nottinghamshire, Leicestershire)</li> </ul> <p>AGREED to note the approval under written process of the requests to become members of the Leicester and Leicestershire Enterprise Partnership Ltd</p>	<p><b>ALL</b></p>
<p><b>5.</b></p> <p>5.1</p> <p>5.2</p>	<p><b><u>Investment Panel Recommendation</u></b></p> <p>AR as Chair of the Investment Panel was invited to open the item, and he commented on the detailed information contained in the report, which provided confirmation of the debate and the outcomes of the meeting of the Investment Panel held on 3rd November 2020; and sought approval of the recommendations of the Investment Panel.</p> <p>HM provided further detail and commented on the key aspects of the report, the outcomes from the Investment Panel discussion and its recommendations, including;</p> <ul style="list-style-type: none"> <li>• Risk Tolerance</li> <li>• Historical Business Rates Applications</li> <li>• Rebuilding the Business Stock Proposal from Charnwood Borough Council</li> <li>• Hinckley And Bosworth Council (MIRA EZ Covid Support)</li> <li>• Thresholds for External Appraisal</li> </ul>	

Minute		Action
<p>5.3</p>	<ul style="list-style-type: none"> <li>• MIRA Low Carbon Innovation Hub</li> <li>• Programme Monitoring</li> </ul> <p>There was a thorough discussion relating to the Board of Directors view of risk in relation to project investment. A number of views were expressed which related to the portfolio of risk for the projects operated by the LLEP and the overarching management of risk within the Corporate governance. There were a number of suggestions that need further investigation and it was agreed to explore these offline.</p>	<p><b>MR/HM</b></p>
<p>5.4</p>	<p>MR then provided further detailed information concerning the details of the recommendations and it was recognised that meetings continued, since the disbandment of the former Programme Board. Some matters recently discussed were still evident requiring enhanced work to ensure good working relationships and agreements with partners including, MIRA, HBBC, Charnwood BC, as this future engagement related to the agreed Economic Recovery Plan.</p>	
<p>5.5</p>	<p>HM provided an update and advised that the state aid concerning the Charnwood Business Base project had been received.</p>	
<p>5.6</p>	<p>In respect of the need to meet virtually, given the ongoing Covid-19 pandemic, the current situation regarding future meetings was recognised and accepted by Directors.</p>	
<p>5.7</p>	<p>AGREED to receive and approve the recommendations of the Investment Panel.</p>	
<p><b>6.</b></p>	<p><b><u>Draft Delivery Plan 2020/21.</u></b></p>	<p><b>MR</b></p>
<p>6.1</p>	<p>MR submitted a report, which provide an update and sought approval of the LLEP Delivery Plan 2020/21.</p>	
<p>6.2</p>	<p>It was reported that as part of the LEP review the LLEP was required to publish an Annual Delivery Plan. The Delivery Plan for 2020/21 had been delayed because of the Covid-19 pandemic with the focus being diverted towards preparing an Economic Recovery Plan.</p>	
<p>6.3</p>	<p>Government also extended the deadline for LEP delivery plans to be submitted in draft and then agreed by LEP Boards and published.</p>	
<p>6.4</p>	<p>It was reported that the draft Delivery Plan for 2020/21 had been submitted to Cities and Local Growth Unit (CLGU) on 21 August 2020 and the final Delivery Plan would need to be published by 31 December 2020. In response to questions and comments it was noted and accepted that some references in the Plan would need to be revised, such as references to the former Programme Board.</p>	
<p>6.5</p>	<p>AGREED to approve the Draft Delivery Plan.</p>	
<p><b>7.</b></p>	<p><b><u>LLEP Ltd Company Accounts</u></b></p>	
<p>7.1</p>	<p>MR submitted a report, which sought agreement to align the LLEP's accounts accounting reference date to the government's financial year date and also to review and approve the submission of the Company accounts.</p>	

Minute		Action
7.3	AGREED to: <ol style="list-style-type: none"> <li>1) approve the request to Companies House to change the Accounting Reference Date to run from 1st April to 31st March; and</li> <li>2) approve the first financial year accounts for submission to Companies House, noting that the company was dormant.</li> </ol>	
<b>8.</b>  8.1  8.2  8.3	<p><b><u>LLEP Operating Budget 2020/21</u></b></p> <p>It was noted that the Board had approved the 2020/21 LLEP operating budget at its meeting on 2nd June 2020 and an update was provided regarding the full-year forecast position for 2020/21 as at the end of September 2020.</p> <p>KH as Chair referred to the incorporation of the LLEP and the requirement to submit the operating budget. It was noted that as the dormant nature of the company in terms of the limited company accounts would be clarified at the forthcoming AGM.</p> <p>AGREED to.</p> <ol style="list-style-type: none"> <li>1) note the mid-year financial forecast position for 2020/21; and</li> <li>2) note the main financial risks associated with the delivery of the forecast position.</li> </ol>	
<b>9.</b>  9.1  9.2  9.3  9.4  9.5	<p><b><u>Governance Review</u></b></p> <p>MR submitted a report, which sought agreement to the draft terms of reference for the Finance and Audit Committee and the Innovation Board.</p> <p>The report also sought approval for membership of the Finance and Audit Committee, Enterprise Zone Implementation Groups and Skills Advisory Panel (SAP).</p> <p>In considering the report and recommendations, it was noted that two further nominations for Board Directors were due to be confirmed at the forthcoming AGM.</p> <p>Directors expressed their willingness to join the various Groups, and MR advised that he could be contacted directly in respect of nominations to the groups. This was also in recognition of the need to include the opportunity for new Board Directors in the process.</p> <p>AGREED to:</p> <ol style="list-style-type: none"> <li>1) approve the draft terms of reference for the Finance and Audit Committee and the Innovation Board</li> <li>2) approve the appointment of Dr Nik Kotecha, Andy Reed and Anil Majithia as members of the Innovation Board; and</li> <li>3) note the need to approve, appointments to the Finance and Audit Committee; the Enterprise Zone Implementation Groups and the Skills Advisory Panel (SAP).</li> </ol>	<p style="text-align: center;"><b>MR/ALL</b></p>

<u>Minute</u>		<u>Action</u>
<b>10.</b>	<b><u>Economic Action Plan</u></b>	
10.1	MR submitted a report, which sought approval of the draft Economic Recovery Plan; and a Board decision on the timescales for the development of a longer-term economic recovery strategy.	
10.2	FB commented on the ongoing and enhanced consultation with partners due to the current situation with the Covid-19 pandemic, where priorities were being agreed and addressed.	
10.3	In terms of the timing of the strategy, it was noted that the details of the Government's White Paper were expected to influence the way forward, but that the LLEP should act without further delay in its ambitions.	
10.4	It was confirmed, in response to questions, that the strategy could be revised at short notice and was flexible in case it required changing in accordance with further guidance being issued.	
10.5	AGREED to: <ol style="list-style-type: none"> <li>1) note the content of the report and associated appendices;</li> <li>2) approve the draft Economic Recovery Plan; and</li> <li>3) request the Accountable Body procure and appoint on behalf of the LLEP, and in conjunction with LLEP Officers, the appointment of external consultants, with a view to commence work on the development of the long-term economic recovery strategy in early 2021.</li> </ol>	
<b>11.</b>	<b><u>Forward Plan</u></b>	
11.1	MR submitted a paper, which provided details of the proposals forward plan of future meetings dates for all the various Groups across the LLEP's activities.	
11.2	It was recognised that the information was submitted for information as 'work in progress'. The need to ensure that Investment Panel future dates were coordinated with the Board dates was emphasised.	
11.3	AGREED To note the position.	
<b>12.</b>	<b><u>LLEP Board – Private Sector Director Appointments</u></b>	
12.1	MR submitted a report, which sought agreement to a recommendation to the forthcoming AGM of the appointment of Clare James (Managing Director, East Midlands Airport) and Lorraine Boorman (Chairman and Chief Executive, Optima UK) as Private Sector Directors of the Board.	
12.2	AGREED that the recommendation to the AGM of the appointments of Private Sector Directors to the LLEP Board be endorsed.	<b>MR</b>
<b>13.</b>	<b><u>CLGU Update</u></b>	
13.1	PSu provided a verbal update, including:	

<u>Minute</u>		<u>Action</u>
	<ul style="list-style-type: none"> <li>As part of a recent Covid-19 update Leicester and Leicestershire had been placed in Tier 3 of restrictions. The effect on the economy and particularly non-essential retail was acknowledged.</li> <li>It was noted that a roll-out of a vaccination programme for Covid-19 was being considered.</li> <li>Government funding to support businesses as a successor fund to the LGF was being determined.</li> </ul>	
<p><b>14.</b></p> <p>14.1</p> <p>14.2</p> <p>14.3</p> <p>14.4</p> <p>14.5</p> <p>14.6</p> <p>14.7</p> <p>14.8</p> <p>14.9</p>	<p><b>Any Other Business</b></p> <p>a) <u>Freeport</u></p> <p>It was reported that consultants had been appointed to provide a prospectus and a business case was expected in the Spring of 2021. Issues concerning the potential inclusion of the former power site at Radcliffe were noted.</p> <p>It was considered that the degree of influence of the LLEP should be promoted through future meetings, including the DMU meeting in December 2020 prior to the full submission in February 2021</p> <p>The coordinated approach by LLEP Chairs and CEs to ensure the progress of proposals was noted and welcomed.</p> <p>b) <u>Operating Model</u></p> <p>MR submitted an urgent paper, which detailed the need to ensure that the LLEP was meeting changing demands from the recent review and incorporation.</p> <p>It was noted and accepted that future reports on processes and structures would be submitted to Board in due course.</p> <p>In respect of the appointment of a sub-group of Directors to forward the aims of the operating review, it was noted that nominations had been requested, and the CE had collated responses received to date. TR and NM advised that they like to be considered for the role and the CE and representatives of the Accountable Body noted the position for subsequent action.</p> <p>AG also referred to the issue of the likely resources required to undertake the review and suggested that the LLEP should coordinate their efforts carefully with the Accountable Body in the context of pandemic work pressures and priorities.</p>	<p><b>KH/MR</b></p> <p><b>MR</b></p> <p><b>MR/AG</b></p>



# Paper C

PAPER C



## LLEP BOARD OF DIRECTORS

11 FEBRUARY 2021

### Decision Paper

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## LLEP GOVERNANCE

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### 1. PURPOSE OF REPORT

1.1 The purpose of this report is to:

- i. inform the board of the draft terms of reference for the Scrutiny Committee;
- ii. seek board agreement for director membership of the LLEP board sub-groups and committees;
- iii. note the resignation of Sir Peter Soulsby as a director of the LLEP; and
- iv. seek board agreement for a recommendation to be made to the LLEP company Members to appoint Cllr Danny Myers, Assistant City Mayor, Leicester City Council, as a director of the LLEP.

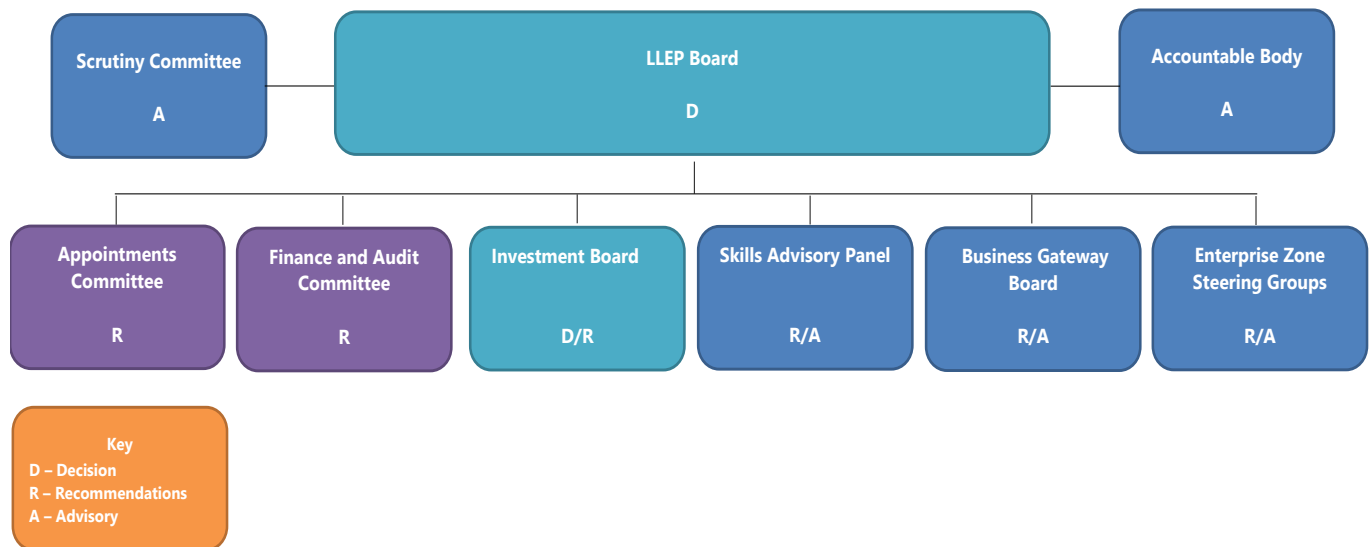
### 2. RECOMMENDATIONS

2.1 The LLEP board is recommended to:

- i. note the draft terms of reference for the Scrutiny Committee; and
- ii. agree the appointment of board directors to the LLEP board sub-groups and committees.
- iii. note the resignation of Sir Peter Soulsby as a director of the LLEP; and
- iv. agree to recommend to the LLEP company Members to appoint Cllr Danny Myers, Assistant City Mayor, Leicester City Council, as a director of the LLEP.

### 3. BACKGROUND INFORMATION

3.1 The board agreed to progress the proposed changes to the LLEP governance structure as illustrated below at its meeting in June 2020.



3.2 The Investment Panel has been established and its membership and revised terms of reference have been agreed by the board. At its meeting on 1 December 2020, the board agreed the terms of reference for the Innovation Board and Finance and Audit Committee and sought nominations for board director representation on these groups. Board director nominations were made at the meeting and subsequently after the board meeting to the LLEP Chair and Chief executive. The proposed board director representation on the sub-groups and committees of the LLEP governance structure is outlined in Appendix 1. **The board is recommended to agree the board director appointments to the LLEP sub-groups and committees outlined in Appendix 1.**

3.3 The revised governance structure also includes the formation of an independent Scrutiny Committee to provide strategic overview and scrutiny of the LLEP. The draft terms of reference of the Scrutiny Committee are attached as Appendix 2. The Committee membership (12 Members) will be appointed by the LLEP company Members. At present there are 10 company Members therefore it is proposed that a shadow Scrutiny Committee is established until a sufficient number of Members are appointed.

#### 4. DIRECTOR RESIGNATION AND APPOINTMENT

4.1 The LLEP Chair has received notification from Sir Peter Soulsby that the director is resigning from office as a LLEP board director, and such resignation will take effect in accordance with the company’s Articles of Association.

4.2 The Local Assurance Framework (LAF) states that the LLEP board director membership must include a representative from Leicester City Council. The Articles of Association state that ‘*in respect of a Public Sector Director, a leader or deputy leader, or cabinet member with the portfolio/lead responsibility for economic development within a Public Sector Member*’ can be appointed following a majority vote by the company Members. Leicester City Council has nominated Cllr Danny Myers, Assistant Mayor with

responsibility for Jobs and Skills, to be appointed as a Public Sector Director of the LLEP. **The board is advised to agree a recommendation to the LLEP company Members to appoint Cllr Danny Myers, Assistant City Mayor, Leicester City Council, as a director of the LLEP.**

**Summary of appendices:**

1. Board director representation on LLEP governance sub-groups
2. Scrutiny Committee - Draft Terms of Reference

**For further information please contact:**

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LLEP Chief Executive  
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BOARD DIRECTOR	LLEP GOVERNANCE REPRESENTATION
Andy Reed	Investment Panel Innovation Board LUSEP EZ implementation Group
Anil Majithia	Appointments Committee Innovation Board
Anne-Marie Hunt	Finance and Audit Committee
Chas Bishop	Leicester Waterside EZ Implementation Group Finance and Audit Committee
Clare James	
Clr Jonathan Morgan	Finance and Audit Committee
Clr Nick Rushton	
Clr Terry Richardson	Investment Panel
Dr Nik Kotecha	Investment Panel Innovation Board Charnwood Campus EZ Implementation Group
Emma Anderson	Appointments Committee Investment Panel
Jaspal Singh Minhas	
Kevin Harris	Appointments Committee MIRA EZ Implementation Group
Lorraine Boorman	Skills Advisory Panel
Neil McGhee	Growth Hub Board Investment Panel
Prof Robert Allison	Innovation Board
Rani Mahal	Investment Panel
Sir Peter Soulsby	
Sonia Baigent	Investment Panel Growth Hub Board
Verity Hancock	Skills Advisory Panel

	Confirmed
	Nominated
	Suggested



## **Scrutiny Committee Draft Terms of Reference**

### **Purpose**

The Scrutiny Committee will provide strategic overview and scrutiny of the Leicester and Leicestershire Enterprise Partnership (LLEP) in order to;

1. Increase transparency in LLEP decision making;
2. Provide assurance through an independent committee that is able to explore and interrogate the rationale for decisions made; and
3. make positive recommendations for how future decision making of LLEP can be improved.

### **Responsibilities**

The responsibilities of the Scrutiny Committee are to:

1. Review the decision making of LLEP Board and sub-committees to ensure due process has been followed and there is a transparent audit trail;
2. Review and/or scrutinise decisions made or actions taken in connection with the discharge of any scrutiny functions;
3. Review and advise the LLEP on matters of transparency, ensuring the LLEP maintains its requirements as set out in the Local and National Assurance Frameworks;
4. Review the progress of the programmes that the LLEP manages including but not limited to central government and European funding Programmes, the Growth Hub and the Enterprise Advisor Network;
5. Identify and/or consider issues raised, promote best practice and make recommendations for improvement if appropriate;
6. Review the implementation of the Strategic Economic Plan, Local Industrial Strategy, Skills Strategy and other strategies and plans to identify opportunities for improvement;
7. Review the output and outcome information of the programme to ensure that the LLEP activities are having a beneficial impact on the economy of Leicester and Leicestershire;
8. Be proportionate and reasonable having regard to the work of the other committees of the LLEP Board, particularly the Finance and Audit and Appointments Committees and Investment Panel;
9. Consider the effectiveness of the LLEP risk management, internal control and corporate governance arrangements;

10. Assess the effectiveness of the LLEP's annual delivery plan in achieving the organisation's overarching objectives and priorities.

## **Membership**

The members of the Committee shall be appointed by the members of the LLEP company and consist of twelve members, to include public, private, higher and further education and VCS sector representatives. They shall appoint a chair from amongst themselves.

Also, in attendance at meetings will be the Section 151 officer of the accountable body or senior representative and the LLEP Chair and CEO and officers.

The Committee will meet at least twice a year.

Appointments to the Committee shall be agreed by the LLEP company members and all appointments shall be for a term of 3 years.

## **Format and Timings of Meetings**

The meetings and papers of the Committee will be in the same format as and subject to the same conditions as the LLEP Board meetings and papers.

In accordance with the national guidance:

1. Meeting agendas and papers will be sent 5 clear working days before the meeting takes place;
2. Minutes of meetings will be published within 10 clear working days of the meeting taking place. This may be in draft if clearance is required before the minutes are finalised;
3. The Code of Conduct will apply, and any declaration of interest made at the meeting will be included in the minutes of the meeting. A new declaration of interest will be updated on the relevant member's register of interest.
4. The quorum necessary for the transaction of business shall be seven members. The meetings can either be conducted in person or virtually;
5. Where a meeting of is not quorate no business shall be transacted other than information items for consideration and a vote as to the date the meeting will be reconvened;
6. Each member has one vote and decisions will be carried by a simple majority; and
7. The agenda for the meetings will be developed in consultation with the Chair.





### **Reporting Responsibilities**

The Committee Chair shall report formally to the LLEP Board and Members on its proceedings after each meeting on all matters within its duties and responsibilities, including at the LLEP AGM.

The Committee shall make whatever recommendations to the Board and Members it deems appropriate on any area within its remit where action or improvement is needed.

### **Delegated Authority including limits**

The Committee is authorised by the LLEP Board to investigate any activity within the Committee's terms of reference and, within its scope of responsibilities, to seek any information it requires and to ensure the attendance of the LLEP Chair and management representatives at meetings as appropriate.



# Paper D

## PAPER D



### LLEP BOARD OF DIRECTORS

11 FEBRUARY 2021

### Information Paper

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## EAST MIDLANDS FREEPORT

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### 1. PURPOSE OF REPORT

1.1 The purpose of this report is to:

- i. update the board on the East Midlands Freeport bid.

### 2. RECOMMENDATION

2.1 The LLEP Board is recommended to:

- i. note the update on the East Midlands Freeport bid.

### 3. BACKGROUND INFORMATION

3.1 The government launched the formal Freeport bidding prospectus on 16<sup>th</sup> November 2020 and invited bids to be submitted by 5<sup>th</sup> February 2021 with successful bids to be announced as early as Spring 2021. The board directors agreed to delegate authority to the LLEP chair to sign-off the final bid. The government reaffirmed its strong commitment to Freeports as a key part of the policy for levelling up and post EU transition. Parliamentary time has been scheduled for 2021 to formalise Freeport Policy to ensure the delivery of the policy continues at pace.

3.2 The prospectus sets out the three objectives for Freeport policy; establish Freeports as national hubs for global trade and investment; promote regeneration and job creation; and create a hotbed of innovation. The prospectus also outlines a package of ambitious fiscal incentives associated with Freeport policy including a range of business tax incentives and discounts such as business rate discounts, enhanced capital allowances, employer National Insurance contributions and Customs relief. In addition, the prospectus sets out high level proposals on planning and incentives to stimulate innovation within Freeports and a £175m fund to unlock sites for development.

#### **4. EAST MIDLANDS FREEPORT BID**

- 4.1 In response to the Government's Freeport prospectus, the regional Freeport Working Group, with the support of consultancy from Vivid Economics, have developed the freeport bid. The East Midlands has submitted a compelling proposition based around East Midlands Airport as an inland port, which brings together a mix of industries at the heart of the country. It will capitalise on existing sectoral strengths in advanced manufacturing, automotive and logistics and build on emerging opportunities for green growth to unlock jobs and create new skills and training opportunities for local people boosting both productivity and levelling up across the region.
- 4.2 The Freeport would be based in heart of the region at East Midlands Airport and Gateway Industrial Cluster (EMAGIC) in North West Leicestershire, the Ratcliffe-on-Soar Power Station site in Rushcliffe in Nottinghamshire and the East Midlands Automotive Intermodal Park (EMIP) in South Derbyshire. The sites are strategically located with strong existing road and rail freight infrastructure, with plans for enhanced connectivity. There is significant room for growth across the sites which straddle three of the East Midlands counties and are in close proximity to the urban centres in the region, ensuring access to new job opportunities.
- 4.3 Collectively the sites offer unrivalled opportunity for attracting new investment with almost 600 hectares of land catalysed for development with Freeport tax site incentives, creating the potential for significant numbers of new jobs and productivity growth. In addition, the bid will make use of the customs incentives overlaid on these tax sites at adjacent large-scale businesses, such as Toyota. The Freeport will capitalise on existing sectoral strengths in advanced manufacturing, automotive and logistics and build on emerging opportunities for green growth.
- 4.4 Our bid brings together leading global and local private sector businesses, two Local Enterprise Partnerships, Local Authorities, our world-class Universities; the Midlands Engine Development Corporation to deliver a 'Freeport of opportunity' for the East Midlands. Collectively and with the incentives and status that a freeport provides this presents a powerful and unique proposition for the east midlands, delivering a step-change for its future economic trajectory and firmly putting the region on the global stage to attract new international investment.

#### **For further information please contact**

Mandip Rai

Chief Executive

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# Paper E

## PAPER E



### LLEP BOARD OF DIRECTORS

11 FEBRUARY 2021

### Information Paper

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### LLEP OPERATING MODEL REVIEW

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#### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide the board with update on the review of the LLEP's operating model.

#### 2. RECOMMENDATION

- 2.1 The board is recommended to note the report.

#### 3. BACKGROUND INFORMATION

- 3.1 At its meeting on 1 December 2020, the board agreed to undertake a review of the organisation's operating model to consider how the LLEP can be best organised to deliver its responsibilities and execute its strategy efficiently and effectively. The review would consider all elements of the operating model including structure, accountabilities, governance, and processes.
- 3.2 It was agreed that external consultancy support would be commissioned to undertake the review and a maximum budget of up to £20k was allocated for this work. The review is being overseen by a sub-group of the board of directors, including the chair - the Operating Model Review (OMR) Group.

#### 4. PROGRESS AND TIMETABLE

- 4.1 The scope and terms of reference for the review were agreed by the OMR Group and are set out in the tender specification attached as Appendix 1. The deadline for tender submissions was 25 January 2020 and one quotation was received. The single tender was evaluated by the LLEP Chair and CEO and agreement to appoint the consultants, ChangePoint Solutions Limited, was recommended and agreed by the OMR Group.

4.2 The inception meeting with the consultants took place on 2 February 2020 and the timescales for the contract are outlined in the tender specification. The OMR Group will oversee the review and provide regular updates to board directors after each meeting.

**For further information please contact**

Mandip Rai

Chief Executive

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# Tender Specification

## LLEP OPERATING MODEL REVIEW

**Company/Organisation:** Leicester & Leicestershire Enterprise Partnership

## **1. INTRODUCTION**

As part of the government's Strengthening LEP's review, the LLEP board agreed to establish a Company Limited by Guarantee (CLG) to comply with the review recommendations. The LLEP was incorporated in April 2019 and it was agreed that the company would be dormant and programme and operational funds would continue to be channelled through the accountable body, Leicester City Council.

The responsibilities of the LLEP and the accountable body are set out in a formal agreement between the two parties. The accountable body also provides support services to the LLEP including IT, HR, democratic services support, accommodation, legal and finance support. A service level agreement between the city council and the LLEP sets out the support services provided and associated costs.

## **2. PURPOSE OF THE REVIEW**

The LLEP board has agreed to undertake a review of the organisation's operating model to ensure the LLEP is 'fit for purpose' to carry out its responsibilities and functions. The primary purpose of the operating model is to enable the application of the LLEP's strategy and vision. It is a high level representation of how the LLEP can be best organised to more efficiently and effectively deliver its responsibilities and execute its strategy.

## **3. SCOPE OF THE REVIEW**

The scope of the review will be in two stages. Stage one will be a strategic review that will consider all elements of the existing operating model including dormant company structure, accountabilities (including the role and responsibilities of the accountable body), governance, resources and processes.

### **STAGE ONE**

The Consultant will be required to conduct a strategic review which should:

- a) Review the LLEP's objectives and responsibilities to determine if they are aligned to government policies and legislation;
- b) Review the organisational functions and operations of the LLEP to identify functions that support or do not support the LLEP's vision and strategic objectives;
- c) Review the existing structure and business processes including dormant company status, governance and accountability;
- d) Review human and financial capacity in order to provide effective performance based service delivery within the allocated operating;
- e) Analyse the LLEP's Strengths, Weaknesses, Opportunities and Threats (SWOT) in relation to its current operations.



## **STAGE TWO**

In light of the conclusions of the strategic review outlined in Stage One, the Consultant is required to recommend the most appropriate operating model(s) for the LLEP. In proposing appropriate operating model(s) the consultant should consider:

BENCHMARKING - Research other high-performing LEPs operating models.

ACCOUNTABLE BODY - S151 Officer role and responsibilities, transparency, finance and legal assurance.

SUPPORT SERVICES - Effectiveness and efficiency of IT/systems, office accommodation, staff/employment, HR support, administrative support, procurement, grant contracts, legal, finance and audit within the current company operating model.

FUTURE SERVICES - options for future services to be delivered by the LLEP.

FUNDING MODELS - Consider historic budgets (operational and programme) and identify different funding capacity and opportunities – core funding, programme management charges and commercial income generation.

LLEP structure - Consider different delivery models – dormant versus trading company (advantages/disadvantages/impacts), inhouse; outsourced; shared services.

STAFFING STRUCTURE - roles and responsibilities, senior management structure, team structures, reporting lines and capacity.

## **4. TIMESCALES**

The following timescales are required for the tender submission and completion of works:

- Closing date for tenders - 25<sup>th</sup> January 2021
- Project Inception meeting - 2<sup>nd</sup> February 2021
- Completion of Stage One Strategic Review by 19<sup>th</sup> February 2021
- Completion of Stage Two by 15<sup>th</sup> March 2021
- Completion of a final report by 31<sup>st</sup> March 2021

## **5. COSTS AND PAYMENT**

The contract has a maximum value of £19,950. Payment will be received upon completion of the final report.

## **6. QUOTATION REQUIREMENTS**

Interested parties are required to provide a quotation which includes the following details:

### **Name(s) and Contact details**

### **Experience**

1. Provide details of your experience of undertaking similar reviews, and how this experience will benefit you in completing this project. Submissions should demonstrate how key stakeholders were engaged, and how this experience will be utilised.
2. Provide CVs for the individual(s) undertaking the work.

### **Proposed Methodology and approach**

1. Provide a proposed methodology on how you will complete the final report and the processes that will be used to deliver the two stages within the specification.
2. Provide an explanation as to why this method/process is being utilised and how this might benefit the work.
3. Provide detail of which data sources will be required and utilised in order to complete the review and final report.

# Paper F

PAPER F



## LLEP BOARD OF DIRECTORS

11 FEBRUARY 2021

### Information Paper

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## ANNUAL PERFORMANCE REVIEW (APR) 2020/21

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### 1. PURPOSE OF REPORT

1.1 The purpose of this report is to:

- i. update the board on the LLEP's Annual Performance Review 2020/21.

### 2. RECOMMENDATIONS

2.1 The LLEP Board is recommended to:

- i. note the report and supporting appendix.

### 3. BACKGROUND INFORMATION

3.1 The LLEP's Annual Performance Review (APR) meeting with the Cities and Local Growth Unit (CLGU) will take place on 12 February 2021. The APR is the formal way by which the government and each LEP meet to discuss the contribution the LEP has made towards driving local economic growth; to review governance and assurance processes; to look at progress on delivery of key local growth programmes; and to discuss the LEP's strategic impact, priorities and challenges for the year ahead. The APR also acts as a key milestone in the process of confirming Getting Building Fund payments for the following financial year.

3.2 As in previous years, the 2020-21 APR process will focus on three themes of Governance, Delivery and Strategic Impact. The meeting will be chaired by the Cities and Local Growth Deputy Director and LLEP representation will include the Chair, Chief Executive, senior officers and the S151 officer/representative of the accountable body. The outcome for the three themes for the APR in 2019/20 were; Governance: **Good**; Delivery: **Exceptional** and Strategic Impact: **Requirements Met**.

3.3 In preparation of the APR, LEPs were required to submit an Annex A document by 20 January 2021, which is attached as Appendix 1. The outcome of the APR will be reported to the board after the formal note/actions from the meeting are agreed between CLGU and the LLEP.

**Summary of appendices:**

1. APR Annex A submission.

**For further information please contact:**

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# Paper G

## PAPER G



### LLEP BOARD OF DIRECTORS

11 February 2021

### Information Paper

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### Economic Recovery Strategy

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#### 1. PURPOSE OF REPORT

1.1 To inform the board of progress on the development of an Economic Recovery Strategy for Leicester and Leicestershire.

#### 2. RECOMMENDATION

2.1 The board is recommended to note the content of the report.

#### 3. BACKGROUND INFORMATION

3.1 On 1 December 2020 the LLEP board recommended proceeding with the procurement of consultancy to take forward the development of an Economic Recovery Strategy for Leicester and Leicestershire to cover the period to 2030.

3.2 The tender was released on 21 December 2020 and closed on 18 January 2021. Following a scoring and moderation exercise, a successful tender was identified. As the name of the successful consultancy cannot be made public until the contract is signed, it is intended that the Board will be notified of the details of the successful consultancy at the Board Meeting on 11 February.

3.3 An inception meeting has been arranged for 5<sup>th</sup> February 2021 and the indicative timeline is as follows, including stakeholder workshops and presentations to the LLEP Board by the consultancy at the meetings planned for 22 April and 24 June 2021.

<b>Activity</b>	<b>Timeframe</b>
Inception Meeting	5 February 2021
Data Review / Wider Literature Review	February 2021
Review of existing strategies	Mid-February – mid March 2021
Stakeholder Workshops	March 2021
Strategy development	March – April 2021
Presentation of Draft Strategy to LLEP Board	22 April 2021
Further refinement of draft strategy	Late April – Early June 2021
Presentation of Final Economic Recovery Plan to LEP Board	24 June 2021

**For further information please contact:**

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LLEP Head of Strategy & Engagement

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Tel 0116 454 1550

# Paper H

PAPER H



## LLEP BOARD OF DIRECTORS

11 February 2021

### Information Paper

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## SKILLS ADVISORY PANEL UPDATE / SKILLS WHITE PAPER

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### 1. PURPOSE OF REPORT

- 1.1 To inform the board of Skills Advisory Panel (SAP) activity and to provide a summary of the details contained within the government's Skills for Jobs white paper.

### 2. RECOMMENDATION

- 2.1 The board is recommended to note the contents of the report.

### 3. SKILLS ADVISORY PANEL

- 3.1 Skills Advisory Panels have been directed by the Department for Education (DfE) to develop a [Local Skills Plan](#) for their area which identifies the area's strengths and weaknesses and forward-looking skills priorities. Whilst this is a document, written to a format prescribed by DfE, it reflects the analysis undertaken last year to develop a [Skills Evidence Base Summary](#) and the key priorities identified in the People, Employment and Skills section of the [Economic Recovery Plan](#). It will also inform the development of the skills element of the Economic Recovery Strategy.
- 3.2 An initial draft of the Local Skills Plan has been circulated to SAP members for feedback by 5 February 2021. A first draft must be submitted to DfE by 12 February for their comment and feedback. The deadline for submission of the final report is 31 March 2021.

## **4. SKILLS FOR JOBS: LIFELONG LEARNING FOR OPPORTUNITY AND GROWTH WHITE PAPER**

4.1 On 21 January 2021 the government published its long-awaited skills white paper, [Skills for Jobs](#). The paper's core focus is on post-16 skills and further education – cornerstones of the Government's 'Build Back Better' and 'Levelling-Up' agendas. Key elements of the paper are as follows:

- Putting employers at the heart of the system so that education and training leads to jobs that can improve productivity and fill skills gaps.
- Investing in higher-level technical qualifications that provide a valuable alternative to a university degree.
- Making sure people can access training and learning flexibly throughout their lives and are well-informed about what is on offer through great careers support.
- Reforming funding and accountability for providers to simplify how funds are allocated, give providers more autonomy, and ensure an effective accountability regime which delivers value for money.
- Supporting excellent teaching in further education.

4.2 A document summarising the key content within the paper is attached at Appendix 1

4.3 Whilst the document has received a largely positive welcome from key stakeholders in education and training, there are some areas which have invited further questions, for example:

- How the development of Local Skills Improvement Plans will interact with established SAPS / LEPs
- The role of business representative organisations
- How best to ensure that employer diversity is truly represented?
- More detail on universities engagement and place within the ecosystem
- What will a streamlined funding system look like?

4.4 Mark Livesey, chair of the LEP Network, will be meeting shortly with Skills Director Keith Smith, to have a more detailed discussion on the role which LEPs will play in implementing the white paper.

### **Summary of appendices**

1. Skills for Jobs Summary

#### **For further information please contact:**

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## SUMMARY DOCUMENT

### Skills for Jobs: Lifelong Learning for Opportunity and Growth White Paper

The government's long-awaited education white paper was published on 21 January 2021 and has been the subject of much debate since its release. The paper brings together a range of policies, some new, some of which were already known. The reforms identified have received generally positive responses from key players within the skills and education sector, albeit that some specific inclusions have raised concerns.

The plan is largely predicated on the need for systems reform to bring parity to the further and higher education sectors and to address the significant skills gaps caused by a national deficit of higher-level technical qualifications (Levels 4 and 5 broadly equating to HNCs and HNDs).

#### Policy Aims

The paper focuses on post 16 skills needed to build the economy, increase productivity, support growth industries, and give individuals opportunities to progress in their careers. This will be achieved by:

- Putting employers at the heart of the system so that education and training leads to jobs that can improve productivity and fill skills gaps.
- Investing in higher-level technical qualifications that provide a valuable alternative to a university degree.
- Making sure people can access training and learning flexibly throughout their lives and are well-informed about what is on offer through great careers support.
- Reforming funding and accountability for providers to simplify how funds are allocated, give providers more autonomy, and ensure an effective accountability regime which delivers value for money.
- Supporting excellent teaching in further education.

## Putting Employers at the heart of post-16 skills

Employers to be given a central role working with FE colleges, other providers, and local stakeholders to develop new **Local Skills Improvement Plans** (LSIPs) to better match the **supply of technical skills provision** to meet **local labour market demand**. The government intends to legislate to put the employer leadership of LSIPs on a statutory footing, strengthening the voice of employers in local skills systems across the country.

LSIPs to be trialled in in Trailblazer local areas through an approach where they are led by **business representative organisations in collaboration with providers**.

Make **Strategic Development Funding available in 2021/22 in a number of pilot areas** to support colleges to reshape their provision to address local priorities that have been agreed with local employers.

Invite proposals through the Strategic Development Fund to establish **College Business Centres within FE colleges** to work with employers in a designated sector on business development and innovation.

Align the majority of post -16 technical and higher technical education and training to **employer-led standards** by 2030.

Continue to **improve and grow apprenticeships**, so more employers and individuals can benefit from them as part of the **Lifetime Skills Guarantee**. This will include making more funding available to employers who don't pay the levy, new arrangements for levy transfer and an improved model for determining the funding band for each standard.

## Providing the advanced technical and higher technical skills the nation needs

Use the £2.5 billion **National Skills Fund** to enhance the funding to support adults to upskill and reskill. This will include an offer, backed by £95 million in 2021-22, for all adults to achieve their first full advanced (level 3) qualification targeted at courses that will improve their job prospects. This will include investing £8m to train adults in digital skills through digital bootcamps.

Fund the **High-Value Manufacturing Catapult's 'Skills Value Chain'** to assess future skills needs in manufacturing, develop courses to meet these needs and make the courses widely available through high quality providers such as IoTs.

**Expand the Institutes of Technology programme** to every part of the country by the end of this Parliament, to increase higher level technical STEM provision.

**Continue to roll out T Levels**, to prepare students for entry into skilled employment or higher levels of technical study including apprenticeships.

**Reform higher technical education** (level 4 and 5) with a new approval system based on employer-led standards and create clear progression routes for students towards the higher-level technical qualifications that employers need.

#### A flexible Lifetime Skills Guarantee

Implement the flexible **Lifelong Loan Entitlement** to the equivalent of four years of post-18 education from 2025. A consultation on the detail and scope will take place in 2021.

Stimulate the provision of high-quality higher technical education (levels 4 and 5), as we work towards making it as easy to get a **student finance loan** for an approved Higher Technical Qualification as it is for a degree.

Introduce pilots to stimulate higher technical education and incentivise more flexible and modular provision.

Determine how we can best stimulate credit transfer between institutions and courses.

**Improve how teaching is delivered** so that it is more accessible, with **the use of digital and blended learning**.

**Provide clear information about career outcomes** through occupational maps, wage returns data, and ensuring providers give pupils information about all options. This will include:

- The development of the National Careers Service (NCS) website as a single source of government assured information for young people and adults
- Improve alignment between the Careers and Enterprise Company (CEC) and NCS
- Extend coverage of Careers Hubs across England
- Introduction of a three-point plan to enforce the Baker Clause
- Requirement for schools to offer careers advice from year seven
- Ofsted to undertake a thematic reviews on careers guidance in schools and colleges

#### Responsive providers supported by effective accountability, governance, and intervention

The government will **consult** on proposals to reform the funding and accountability system including

- **Simplification and streamlining** of funding for further education to support high-value provision relevant to the labour market.
- Giving more certainty to providers over their funding, including considering movement to a multi-year funding regime.

- Reform the accountability approach, relaxing ringfences and reporting; instead focusing on the outcomes.
- The introduction of new accountability structures to underpin delivery of Local Skills Improvement Plans.

Alongside will be

- The introduction of **new powers for the Secretary of State for Education**, so the government can intervene quickly and decisively in cases where there are persistent problems that cannot otherwise be addressed, either where colleges are not delivering effectively, or where local providers are consistently unable to deliver the skills priorities for that area.
- **Strengthening of the governance of colleges**, by taking a clearer position on what good governance and leadership looks like and placing specific requirements on colleges and other provider types.
- Ensuring that **subcontracting** practices improve educational outcomes.

### Supporting outstanding teaching

Launch a **national recruitment campaign for teaching staff** in further education settings, targeting high-potential graduates and experienced industry experts.

Base **Initial Teacher Education** (ITE) on employer-led standards.

Improve the **provision of professional development** and support progression for teaching staff. This will enable closer working between education and industry through flagship support programmes – Workforce Industry exchange and Taking Teaching Further.

**Enable a strong relationship between employers and providers**, so industry experts can move easily into teaching and teaching staff can maintain up to date knowledge of their sectors.

Introduce comprehensive **workforce data collection** to bring DfE knowledge of the FE workforce on a par with that of schools and higher education.

# Paper I

## PAPER I



### LLEP BOARD OF DIRECTORS

11 FEBRUARY 2021

### Information Paper

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#### LLEP Business Gateway Update

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#### 1. PURPOSE OF REPORT

- 1.1 To inform the board on the activities and support available through the Business Gateway Growth hub

#### 2. RECOMMENDATION

- 2.1 The board is recommended to note the update of the Business Gateway Growth hub

#### 3. BACKGROUND INFORMATION

- 3.1 The Leicester and Leicestershire Growth Hub – known as the Business Gateway was launched as a virtual hub on 1st October 2014, before the securing of ERDF funding in 2016 which enabled the Growth Hub to develop to employ staff that could provide face to face support to businesses. In 2019 additional ERDF was secured which saw the expansion of support
- 3.2 The aim of the Business Gateway since its launch has been to offer a single point of access to information and guidance on business support available to enterprises across the LLEP region.
- 3.3 Over the course of the pandemic the Business Gateway has seen a 500% increase in the number of enquiries from Businesses looking for support. To put this in context between March 2020 to December 2020 the Business Gateway received just under **half of the 10,000 total enquiries** received since the Gateway was formed. . The key services of the Business Gateway offers are outlined in Appendix 1 and the webinar programme from February 21 to December 21 is provided in Appendix 2

- 3.4 Grants awards which have been delivered through the Growth hub for both the Business Growth and the COVID kick start grants since April last year amount to £1.2 m.
- 3.5 The Gateway receives core funding and late this year supplementary funding from BEIS was provided for the delivery of additional core services, EU transition support and Peer to Peer networks which are highlighted in the remainder of this report.

#### **4. PEER TO PEER NETWORK**

- 4.1 Peer Networks is a national initiative that is being delivered locally through the Local Enterprise Partnership (LEP) network and their respective Growth Hubs. The programme's longer-term aims are focused on reducing the UK productivity gap by helping business leaders find practical solutions to strategic and operational challenges. It also forms part of the UK Government response to the COVID-19 pandemic and the ongoing EU transition, seeking to improve the resilience of SMEs, their capability to adapt their business models to the "new normal" and position themselves for future success, driving longer-term productivity gains.
- 4.2 In late summer 2020 the Growth hub was invited by BEIS to undertake the creation of a series of peer networks (cohorts), with each group consisting of 8-11 owners or managers from the SME business community participating in each network. Led by an experienced facilitator, these peer networks will typically meet fortnightly as part of delivering 18 hours of action learning through 2-3-hour sessions. Individual one-to-one support (coaching, mentoring, or advice) will also be provided either directly by the programme, or from other existing schemes to help to implement and manage change. Active involvement in the peer network will enhance the leadership capabilities, knowledge and confidence of business owners and entrepreneurs within a local region. It will help build regional connectivity and strength within the SME business community.
- 4.3 A procurement exercise to appoint dedicated suppliers was undertaken to deliver the scheme to fourteen business cohorts across a range of sectors: Agriculture, Digital and Creative, Fashion and Textiles, Manufacturing, Food and Drink Manufacturing, Manufacturing, Retail, Tourism and Hospitality sectors, plus two dedicated groups specifically aimed at high-growth businesses. The following organisation's were appointed:

<b>Sector</b>	<b>Organisation Name</b>
Agriculture	Andersons Midlands
Digital and Creative	Bulb Studios Vispera
Fashion and Textile Manufacturing	Marketing Voice Resilient World Solutions Limited
Food and Drink Manufacturing	Oxford Innovation
High Growth	Oxford Innovation SFEDI
Manufacturing – General	Owen and Partners Ltd Oxford Innovation
Retail	SFEDI Vispera
Tourism and Hospitality	Marketing Voice SFEDI

4.4 Intense activity and additional telemarketing have delivered results with 13 of the original cohorts now full, with 147 businesses registered. Delivery of the online workshops has commenced and to date there have been 11 cohort sessions with favourable feedback response forms being received as part of the monitoring process. The timescale for completion by 31<sup>st</sup> March 2021 is challenging but the cohort leads are working well to achieve targets. Initial feedback from the businesses is extremely positive.

## **5. EU TRANSITION SUPPORT**

5.1 Each week since March 2020 the Business Gateway has provided a business intelligence report direct to BEIS on the impact of the pandemic and any issues affecting local businesses on EU transition. This report provides information on business shocks, business sentiment and any challenges that should be escalated in relation to the pandemic and EU transition.

5.2 In December 2020 the Business Gateway was offered a grant towards activities to support businesses in issues relating to the ending of the transitional period for the UK leaving the EU on 31<sup>st</sup> December 2020 (“EU Transition issues”). Those activities are to provide outreach and engagement with businesses on EU Transition issues, and to further improve business resilience in the period leading up to the ending of the EU Transition Period on 31<sup>st</sup> December 2020 and the period afterwards up to and including 31<sup>st</sup> March 2021

5.3 The Business Gateway has contracted with a specialist team of business advisers who respond to telephone enquiries and offer a diagnostic / risk assessment for the business. Enquiries received to date have either been fully satisfied or are part

satisfied due to complexity of the nature of support required. Each business utilising the dedicated support line will result in the production of an action plan in addition to referrals to additional support provision including our ["Trading with Europe"](#) support programme and the wider Growth Hub support services.

5.4 The Business Gateway has also working with a telemarketing company to contact businesses regarding the support on offer. Table 1 demonstrates the progress on this to date. To date 5000 businesses have been contacted which have resulted in 45 referrals for EU report. This information is analysed on a weekly basis and fed into support programmes and reports to BEIS.

5.5 Headline issues which have been reported recently include :

- Businesses believe grant funding is most valuable to them to help improve competitiveness, with 41% selecting it as valuable Support with digital adoption is the next most valuable (29%) followed by advice on exporting (28%) and HR & legal advice (27%).
- Three out of ten businesses (29%) are looking at diversification in the current climate.
- Almost three-quarters (72%) are not considering exploring any new markets whether domestic or international, while two-fifths (38%) already buy and sell internationally.
- The negative impact of the EU Transition that is most commonly identified among the sample is access to materials (34%). Negative supply chain impacts are identified by a higher percentage (48%).
- Three fifths of businesses (58%) have not prepared for EU Transition.
- The percentage that have flagged challenges that Brexit might present (60%) is greater than the percentage that see the transition presenting business opportunities (19%)
- Most of the interactions of businesses within the LLEP area with the EU tend to be regarding the exchange of personal data (19%).

Table 1: Telemarketing activity on EU transition

Call Outcome	Since Last Report	Total
<b>Total Calls</b>	499	5112
<b>Number of Businesses Called</b>	499	4949
<b>Number of Decision Makers Confirmed or Spoken To</b>	144	1659
<b>Number of Decision Makers Spoken to Directly</b>	93	810
<b>Of which, Not Interested</b>	20	203
<b>Of which, asked for a call back / email to complete another time</b>	5	158
<b>Of which, partially completed question set</b>	1	14
<b>Of which, fully completed question set</b>	67	435
<b>% of Decision Maker Conversations going through Full Question Set</b>	72.04%	53.70%



## **6.0 Next Steps**

- 6.1 BEIS have indicated this week that subject to programme approval and funding being available they are now preparing for a possible second year of the Peer to Peer programme.
- 6.2 The Growth hub allocation for 2021/22 has yet to be confirmed. It is anticipated that the funding received this year for the core activities of the Business Gateway will remain at the same level as that provided through the core and supplementary funding. Plans for this funding are being developed that will build on those areas of success and also looked at where there are current gaps in the recovery plan and or support that is being identified as needed as business needs evolve.

## **Summary of Appendices**

1. Business Gateway Growth hub services
2. Business Gateway Growth hub webinar programme Feb – Dec 2021

### **For further information please contact:**

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## Current and Future Support Provision (Core Services)

### Focus on support for these Sectors

- Textile Manufacturing
- Food and Drink Manufacturing
- Creative and Digital
- Tourism
- Retail
- Advanced Manufacturing
- International Trade
- Business and Professional Services
- Healthcare Tech
- Logistics
- Low Carbon
- Property & Construction
- Sport
- Leisure
- Life Science

*"How we can support you to sustain and grow"*



# Appendix 2

Date	Time	Name of Event
02/02/21	10:00 - 12:00	How to Rebuild Employee Trust and Morale
02/02/21	14:00-16:00	Investment Readiness - Business Plan for Funding
02/02/21	Various times	Import and Export 1:1 support sessions with experts and webinars
03/02/21	09:30-11:00	Growth Event (DIT)
03/02/21	10:00 - 12:00	Getting started with employee empowerment and wellbeing
04/02/21	11:00-12:30	The Road to Recovery – Reaching New Visitor Markets - Getting your product to the Market
04/02/21	10:00 - 13:00	How to plan a financial strategy for you and your business, part 1:
04/02/21	Various times	Import and Export 1:1 support sessions with experts and webinars
05/02/21	10:00 - 12:00	How to develop a killer marketing plan for small businesses
08/02/21	10:00-11:00	Visitor Economy - Support Clinics
08/02/21	14:00-15:00	Visitor Economy - Support Clinics
08/02/21	10:00 - 13:00	Maximising your performance to win
09/02/21	14:00-15:00	Developing overseas markets and managing international partners
09/02/21	14:00-16:00	Investment Readiness - What Makes a Business Investment Ready?
09/02/21	10:00-11:30	Economic Development Data Workshop
09/02/21	10:00 - 12:00	How to use the Business Model Canvas:
10/02/21	10:00 - 13:00	How to plan a financial strategy for you and your business, part 2:
10/02/21	14:00-15:00	Understanding Rules of Origin within the context of the UK-EU Trade and Cooperation Agreement
11/02/21	11:00-12:30	Group Excursions - How to stand out from the crowd - working with the group travel market
11/02/21	10:00 - 12:00	carried over from Dec - Getting started with diversity and inclusion
12/02/21	Various times	Import and Export 1:1 support sessions with experts and webinars
12/02/21	10:00-11:00	Visitor Economy - Support Clinics
12/02/21	14:00-15:00	Visitor Economy - Support Clinics
15/02/21	10:00 - 13:00	Selling added value

15/02/21	10:00-11:00	Group Excursions - Support Clinic
15/02/21	14:00-15:00	Group Excursions - Support Clinic
16/02/21	Various times	Import and Export 1:1 support sessions with experts and webinars
16/02/21	09:30-11:30	Investment Readiness - Business Angels vs Crowdfunding
16/02/21	13:00 - 16:00	How to Manage Performace
17/02/21	15:00-16:30	EU Exit Update and Business Resilience and Planning
18/02/21	10:00 - 13:00	Actioning the business plan through project management
19/02/21	Various times	Import and Export 1:1 support sessions with experts and webinars
19/02/21	10:00-11:00	Group Excursions - Support Clinic
19/02/21	14:00-15:00	Group Excursions - Support Clinic
19/02/21	10:00 - 13:00	Elevating your marketing communications
22/02/21	14:00-15:00	Transport and Logistics
22/02/21	10:00-11:30	Women in Leadership: Key challenges facing women leaders and how to respond
23/02/21	14:00-15:00	Effective international supply chain management
23/02/21	14:00-16:00	Investment Readiness - How to Pitch for Business Angel Funding
23/02/21	10:00 - 12:00	Boosting emotional resilience
24/02/21	14:00 - 16:00	Thinking creatively to survive and thrive
24/02/21	10:00-12:00	Setting up and managing online shop
25/02/21	10:00-11:30	How to Submit a Successful Grant Application
25/02/21	14:00 - 16:00	Getting Started with Leadership and Management
25/02/21	15:00-16:30	Buying and Selling Services in the EU
26/02/21	10:00 - 12:00	How to get a virtual sales appointment
26/02/21	13:00-14:30	Women in Leadership: Growing female confidence and personal belief
01/03/21	10:00 - 12:00	Getting started with employment contracts
01/03/21	13:00-14:30	Women in Leadership: Power of communication – Leading by example
02/03/21	14:00 - 16:00	Getting started with selling virtually
03/03/21	10:00 - 13:00	Fashion and Textiles, HR Workshop #1
03/03/21	15:00-16:30	Avoiding Tariffs and Charges
04/03/21	14:00 - 16:00	Getting started with managing cash

04/03/21	19:00-20:30	Women in Leadership: Managing pressures (Work / Life) – Improving resilience
05/03/21	10:00 - 12:00	Preventing work related stress
08/03/21	10:00 - 13:00	Generating results through reorganisation
09/03/21	14:00 - 16:00	How to make online networking work for you
10/03/21	09:30 - 12:30	Fashion and Textiles, Social and Ethical Compliance Workshop #1
11/03/21	14:00 - 16:00	How to master communication for managers
11/03/21	19:00-20:30	Women in Leadership: Overcoming barriers through communication
12/03/21	15:00-16:30	Maintaining a Level Playing Field
15/03/21	10:00-11:30	Women in Leadership: Developing, growing and exploiting female strengths – Leaders of the future
16/03/21	10:00 - 13:00	Marketing essentials masterclass, part 1
17/03/21	10:00 - 12:00	Food and Drink Production - Digital Marketing and Promotion for Food and Drink Products
18/03/21	10:00 - 12:00	Getting started with building a high-performance team
22/03/21	10:00 - 13:00	Building a profitable business
23/03/21	14:00 - 17:00	Marketing essentials masterclass, part 2
26/03/21	10:00 - 12:00	Evaluating your strategy
29/03/21	10:00 - 13:00	Identifying talent by reskilling for resilience
29/03/21	13:30 - 16:30	How to be Effective and Productive when Homeworking
30/03/21	10:00-11:30	How to Submit a Successful Grant Application
30/03/21	10:00 - 12:00	Food and Drink Production - Business Continuity and Resilience Planning
31/03/21	13:00 - 16:00	How to create well-being habits for High performance
31/03/21	10:00 - 12:00	Food and Drink Production - Accessing and Managing Finance Support
13/04/21	09:30 - 12:30	Food and Drink Production - Ecommerce (Amazon, Shopify and Independent Online)
14/04/21	10:00 - 13:00	Fashion and Textiles, HR Workshop #2

21/04/21	09:30 - 12:30	Food and Drink Production - Ecommerce (Amazon, Shopify and Independent Online)
28/04/21	09:30 - 12:30	Food and Drink Production - Business and Strategic Planning (inc continuity and resilience)
28/04/21	08:30-10:00	O&WBC Business Breakfast Briefing
29/04/21	10:00 - 13:00	Fashion and Textiles, Health and Safety Workshop #1
04/05/21	10:00 - 13:00	Fashion and Textiles, HR Workshop #3
05/05/21	09:30 - 12:30	Food and Drink Production - Digital Marketing – Creating a Marketing Action Plan
11/05/21	10:00 - 11:30	Fashion and Textiles, Social and Ethical Compliance Seminar #1
12/05/21	09:30 - 12:30	Food and Drink Production - The Art of Cash Flow Forecasting
15/05/21	09:30 - 12:30	Fashion and Textiles, Social and Ethical Compliance Workshop #2
19/05/21	10:00 - 12:00	Food and Drink Production - Building a Resilient Workforce to Plan for New Ways of Working
25/05/21	10:00 - 13:00	Fashion and Textiles, Health and Safety Workshop #2
26/05/21	09:30 - 12:30	Food Photography and Styling
01/06/21	10:00 - 11:30	Fashion and Textiles, Social and Ethical Compliance Seminar #2
02/06/21	10:00 - 12:00	Food and Drink Production - Planning Product Diversification for New Markets
09/06/21	09:30 - 12:30	Food and Drink Production - Flexible Workforce Development Plans
16/06/21	10:00 - 12:00	Food and Drink Production - Packaging and Labelling Regulations for New Markets
22/06/21	10:00 - 13:00	Fashion and Textiles, Health and Safety Workshop #3
23/06/21	10:00 - 12:00	Food and Drink Production - Researching, Accessing and Selling to New Markets
30/06/21	09:30 - 12:30	Food and Drink Production - Scaling Up Production
06/07/21	10:00 - 11:30	Fashion and Textiles, Social and Ethical Compliance Seminar #3
28/07/21	08:30-10:00	O&WBC Business Breakfast Briefing



07/09/21	09:30 - 12:30	Fashion and Textiles, Social and Ethical Compliance Workshop #3
08/09/21	09:30 - 12:30	Food and Drink Production - Work Place Resilience and Wellbeing
22/09/21	09:30 - 12:30	Food and Drink Production - Sustainable Packaging
28/09/21	09:30 - 12:30	Fashion and Textiles, Social and Ethical Compliance Workshop #4
06/10/21	10:00 - 12:00	Food and Drink Production - New Product Development
12/10/21	10:00 - 11:30	Fashion and Textiles, Social and Ethical Compliance Seminar #4
13/10/21	09:30 - 12:30	Food and Drink Production - Food Management Standards and Systems
20/10/21	10:00 - 12:00	Food and Drink Production - Supply Chain Resilience for Food and Drink Producers
27/10/21	09:30 - 12:30	Food and Drink Production - Market Research of Consumer Buying Habits and Flavour Trends
27/10/21	08:30-10:00	O&WBC Business Breakfast Briefing
02/11/21	10:00 - 11:30	Fashion and Textiles, Social and Ethical Compliance Seminar #5
03/11/21	09:30 - 12:30	Food and Drink Production - Nutritional Information and Food Labelling Legislation
10/11/21	09:30 - 12:30	Food and Drink Production - Increasing Sales to New Customers
17/11/21	09:30 - 12:30	Food and Drink Production - Supply Chain Resilience for Food and Drink Producers
23/11/21	10:00 - 11:30	Fashion and Textiles, Social and Ethical Compliance Seminar #6
24/11/21	09:30 - 12:30	Food and Drink Production- Logistics and Distribution Channels for Food and Drink Producers
08/12/21	09:30 - 12:30	Food and Drink Producers Guide to New Product Development and Product Costing

