

## LLEP BOARD OF DIRECTORS

3.00pm, Tuesday 6 October 2020



### MS Teams Call

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### AGENDA

TIME		ITEM	REPORT	DECISION / INFORMATION	LEAD
15:00	1.	Welcome and Apologies			Chair
	2.	Declarations of Interest			All
15.05	3.	Minutes LLEP Board Meeting 4 August 2020 / Written Procedures	Paper A Paper A1	Decision	Chair
15.10	4.	Gresham Development Progress	Presentation	Information	Peter Chandler
15.30	5.	Investment Panel / Economic Recovery Plan	Paper B	Decision	Andy Reed Helen Miller Fiona Baker
16.00	6.	MIT REAP	Paper C	Information	Bob Allison Sue Tilley
16.15	7.	Zero Carbon Plan	Paper D	Information	Gavin Fletcher
16.30	8.	Business Board Update	Paper E	Information	Neil McGhee
16.40	9.	Skills Advisory Panel (SAP) Update	Verbal	Information	Verity Hancock
16.50	10.	National Policy Update	Verbal	Information	CLGU
17.00	11.	AOB			



# Paper A

**NB: In line with our Local Assurance Framework (LAF) these minutes are published as a draft record until formal ratification at the next Members' Meeting**



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## LLEP BOARD OF DIRECTORS

Minutes of the Meeting – 4 August 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	
Verity Hancock	<b>VH</b>	Further Education	
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	
Neil McGhee	<b>NM</b>	Private Sector	
Jaspal Singh Minhas	<b>JSM</b>	Private Sector	
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>SPS</b>	Leicester City Council	
<b>In Attendance</b>			
Fiona Baker	<b>FB</b>	Leicester City Council	
Alison Greenhill	<b>AG</b>	Leicester City Council	
Helen Miller	<b>HM</b>	LLEP	
Mandip Rai	<b>MR</b>	LLEP Chief Executive	
Colin Sharpe	<b>CS</b>	Leicester City Council – Accountable Body	
Andrew Smith	<b>AS</b>	Leicester City Council	
Stewart Smith	<b>SS</b>	Leicestershire County Council	Minute Item 6
<b>Apologies</b>			
Anil Majithia	<b>AM</b>	Private Sector	
Cllr Jonathan Morgan	<b>JM</b>	Leicestershire District Councils	
Karen Smart	<b>KS</b>	Private Sector	
Peter Sutton	<b>PS</b>	Cities and Local Growth Unit (CLGU)	

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 in item 7 (Freeport), due to his involvement with the MAG Airport Group, which owns East Midlands Airport.</p>	
<p><b>3.</b></p> <p>3.1</p>	<p><b><u>Minutes and Actions - Extraordinary Board Meeting 14 July 2020</u></b></p> <p>The Minutes of the Extraordinary Meeting held on 14 July 2020 were agreed as a correct record, subject to amending the Declaration of Interest made by TR to delete the reference to Twycross Zoo and amending RA's title. (Minute 2.2 refers).</p>	
<p><b>4.</b></p> <p>4.1</p> <p>4.2</p> <p>4.3</p> <p>4.4</p> <p>4.5</p> <p>4.6</p>	<p><b><u>Enterprise Zones</u></b></p> <p><i>It was noted that the paper for this item had been marked <b>NOT FOR PUBLICATION</b> by virtue of paragraph 3 as defined at Annex 7 of the Local Assurance Framework</i></p> <p>MR submitted a report, which informed the Board of the outcome of the responses to outstanding matters on the appraisal of project business cases seeking Enterprise Zone Business Rates investment.</p> <p>It was reported that further meetings had been held recently with the billing authorities with many outstanding issues being resolved and formal agreements were being shared with the respective legal teams and would be signed in due course.</p> <p>In terms of the ongoing process, the normal due diligence practices would sufficiently address any other issues arising from the funding agreements, including credit ratings and match funding.</p> <p>MR also provided an update on the recent announcement regarding Sport Park and J23 which had been supported separately through the Getting Building Fund. It was confirmed that those projects would be removed from the pipeline.</p> <p>In response to a question and comment from CB, it was accepted that there was a need to enhance promotion of the opportunities at Space Park. It was considered that currently the project and branding was underplayed and was not included sufficiently in local signage. In response reassurance was provided that publicity had been considered in recent EZ Steering Group meetings and would be accelerated.</p> <p>AGREED to:</p> <ol style="list-style-type: none"> <li>1) Note the response to the outstanding matters from the appraisal of the project business cases;</li> <li>2) Approve the projects outlined in Table 1 (as amended) subject to updating the Business Rates projections and agreement with the Accountable Body;</li> </ol>	<p style="text-align: right;"><b>MR/AG</b></p>



Minute		Action
5.10	<p>AGREED to:</p> <ol style="list-style-type: none"> <li>1) Note the position of the Haywood Estates loan to date and anticipated position as of 16<sup>th</sup> September 2020;</li> <li>2) Endorse the proposed intention of the Accountable Body to not, at this stage, exercise its first charge held on the remaining unsold plots or to force Haywood Estates into insolvency, appoint a receiver, or similar;</li> <li>3) Endorse the Accountable Body's proposed intention to extend the Haywood repayment deadline to 28 February 2022, subject to formal agreement by Haywood Estates (UK) LLP with conditions;</li> <li>4) Note the update on the use of personal guarantees; and</li> <li>5) Ensure future controls are included in Investment Panel Terms of Reference.</li> </ol>	<b>MR</b>
<b>6.</b>	<p><b><u>CV-19 Economic Recovery Plan and Reserves Policy</u></b></p> <p>6.1 FB submitted a report and presented slides, which provided an update on the progress of the Leicester and Leicestershire Economic Recovery Strategy and associated evidence base in response to the COVID-19 pandemic and ensuing economic crisis.</p> <p>6.2 This report also sought a decision on the targeted repurposing of GPF and reserve funds to mitigate the impact of Covid-19 on the local economy</p> <p>6.3 It was confirmed that the comments and suggestions arising from research opportunities undertaken by the Universities would be pursued.</p> <p>6.4 In terms of the data submitted in the presentation, it was reported that this was refreshed by consultants on a quarterly basis. In response to a question it was clarified that more regular information was included in the fortnightly Economic Recovery Cell data which would continue to be shared with Directors.</p> <p>6.5 VH commented that the need to define the LLEP's role in the recovery process was important, particularly in terms of identifying the suitability of Further Education options.</p> <p>6.6 It was also confirmed that the outcomes arising from the economic recovery plan would need to be considered in reviewing the Local Industrial Strategy and other policies.</p> <p>6.7 In discussing the proposed repurposing of finance, it was confirmed that £1.6m had previously been agreed in principle for to aid Covid-19 recovery. With the reserves being higher than expected, a further £900k could be allocated, allowing £2.5m.</p> <p>6.8 It was suggested that the inaugural meeting of the Investment Panel be arranged in week commencing 7 September 2020 to continue the process and members would be canvassed for a preferred date by Democratic Support.</p>	<b>DSO</b>

<b>Minute</b>		<b>Action</b>
6.9	<p>AGREED: To note the content of the report and presentation and approve the repurposing of existing funds and use of reserves.</p>	
7.	<p><b>Freeport</b></p> <p>7.1 MR provided an update in respect of the Freeport at East Midlands Airport.</p> <p>7.2 MR indicated that the formal submission had been made to Government on 13 July 2020 and a response was awaited. It was noted that the deadline for submission of the full business case was the end of October 2020 and would therefore be prepared over the forthcoming months.</p> <p>7.3 The update was noted.</p>	
8.	<p><b>National Policy Update</b></p> <p>8.1 In PS's absence, MR advised of the Getting Building Fund announcement and ongoing discussions with S.151 Officers of the Local Authorities regarding the additional £3m grant funding for the local lockdown.</p> <p>8.2 In response to a question, SPS expressed disappointment in the level of funding offered to businesses affected by Covid-19.</p> <p>8.3 The update was noted.</p>	
9.	<p><b>Any Other Business</b></p> <p>9.1 <u>Local Energy Supply</u> NM commented on the LLEP's role and potential in promoting local energy solutions. It was clarified that the issue was discussed regularly at the Midlands Energy Hub meetings. Issues could be forwarded to MR to be fed into that process.</p> <p>9.2 <u>Central Source of Information on Funding Opportunities</u> NM asked if the LLEP had an opportunity to produce a guide for businesses in accessing funding, separate from the role of the Growth Hub. It was noted that this had been considered previously but was complicated by the volume and complexities of available funding options and interventions.</p> <p>9.3 <u>Pre meetings</u> It was noted that pre-meetings for Board members would continue and would be arranged for future meetings.</p> <p>9.4 <u>Sub-Group updates</u> It was noted that reports from the various Sub-Groups would appear on future agendas.</p> <p>9.5 <u>Written Procedures – LGF Data Return</u> The next quarter LGF data return to Government would be determined by written procedures by the Board.</p>	<p><b>FB/HM</b></p> <p><b>MR</b></p> <p><b>MR</b></p> <p><b>DSO</b></p>



# Paper A1

**LLEP BOARD OF DIRECTORS**

**6<sup>th</sup> October 2020**



## **Information Paper**

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### **RESULTS OF WRITTEN PROCEDURES LGF UPDATE Q4 2019/20 AND Q1 2020/21**

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#### **1. PURPOSE OF REPORT**

1.1 To inform the Board of the results of written procedures to determine an item between meetings, in accordance with the Local Assurance Framework (LAF).

#### **2. RECOMMENDATION**

2.1 The Board is recommended to note the results of written procedures and the associated decision.

#### **3. BACKGROUND INFORMATION**

##### **3.1 LGF Update Q4 2019/20 and Q1 2020/21**

3.1.1 As part of the LLEP's agreement with Government for LGF, quarterly reports are provided with updates on the financial spend and outputs. The 'Data Returns' prepared for Quarter 4 of 2019/20 and Quarter 1 of 2020/21 as requested by BEIS were required for submission by 21<sup>st</sup> August 2020. The rationale for seeking the Board's approval by written procedures was therefore that the item could not be delayed until the subsequent meeting of the Board.

3.1.2 The Democratic Support Officer contacted all members of the Board by email on 10 August 2020 asking for votes within an agreed timeframe. Board members received relevant papers as an attachment to that email.

3.1.3 Board Members agreed to the recommendations. A table showing the distribution of votes can be found at Appendix 1.

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

Jason Tyler  
Democratic Support Officer  
Leicester City Council (Accountable Body to the LLEP)  
Tel. 0116 454 6359

**LLEP BOARD OF DIRECTORS****Written procedures - Table of Responses****LGF UPDATES Q4 and Q1**

	<b>VOTE</b>
Kevin HARRIS	For
Robert ALLISON	-
Emma ANDERSON	For
Sonia BAIGENT	For
Chas BISHOP	For
Nik KOTECHA	For
Neil McGHEE	For
Verity HANCOCK	For
Anne Marie HUNT	-
Rani MAHAL	-
Anil MAJITHIA	For
Jaspal Singh MINHAS	-
Andy REED	For
Sir Peter SOULSBY	For
Nick RUSHTON	For
Jonathan MORGAN	-
Terry RICHARDSON	For
<b>TOTAL</b>	<b>12 - FOR 0 - AGAINST</b>

# Paper B

PAPER B

LLEP BOARD

6<sup>th</sup> October 2020

Decision Paper



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## INVESTMENT PANEL UPDATE

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### 1. PURPOSE OF REPORT

1.1 The purpose of this report is to update the LLEP Board on the key outcomes of the inaugural meeting of the Investment Panel and to agree to the areas for investment in recovery as agreed by Investment Panel.

### 2. RECOMMENDATION

2.1 The Board is recommended to:

- i) note the content of the report and associated appendices;
- ii) agree to the recommendation from the Investment Panel for the Project Change; Request for the National Space Centre; and
- iii) agree to the recommended investment areas for recovery and identify any further gaps.

### 3. FEEDBACK FROM INVESTMENT PANEL

3.1 The inaugural meeting of the LLEP Investment panel took place on 8<sup>th</sup> September. The notes from the meeting are attached in Appendix 1.

3.2 Key actions from that meeting are highlighted below.

3.2.1 **Chairperson** – Andy Reed was elected as Chair of this panel.

3.2.2 **Terms of reference (TOR)** – the investment panel sought amendments to the TOR.

3.2.3 **Project Change Request (PCR) National Space Centre.** The Investment panel considered the PCR which is outlined in Appendix 2. Detailed discussion took place which resulted in the Investment Panel agreeing to the PCR subject to the issues being addressed as outlined in the minutes. The Investment Panel has since received the response to the issues and are satisfied with the response, therefore the recommendation is for the Board to accept the PCR.

3.2.4 **Economic Recovery Planning and Investment proposals** A presentation on the draft economic recovery action plan and resulting investment options was

## PAPER B

presented to the Investment Panel. The revised action plan following consultation and responses with partners is attached in Appendix 3. Board will recall that they had agreed at the June and August Board meetings to the principle of repurposing £1.6 m Growing Places Fund and LLEP reserves being invested in the recovery plan up to potentially £2.5m.

The Investment Panel supported the proposal to agree to funding the following:

- Employment and Skills Fund – suggested investment allocation £500k

The economic and gap analysis from the emerging economic plan suggests that there will be significant youth unemployment, alongside a demand in the LLEP area to support digital skills and the extension of a current project to support employment in the rural area. The proposal is to commission support that will address these areas,

- Business Finance – suggested investment allocation £300k

Board will be aware that the ERDF kickstart grant available to Businesses in the Tourism and wider economy are currently open for applications. The Grant award to the LLEP Business Gateway has an allocation that would provide grant funding of up to £3k for 180 businesses. Over 300 Expressions of Interest were received and 460 downloads of the application have occurred at the time of writing. The proposal is therefore to provide similar level of grant funding, that is 100% funding and that would support small capital purchases for those businesses that have not been able to receive any help so far to date.

- Place marketing – no suggested allocation

District colleagues submitted proposals for investment. One such proposal that was considered worth of support was the need to help rebuild the reputation of the LLEP areas which had been damaged as a result of the local lockdown. This proposal will need to be developed further with Local authority colleagues to determine how to add value to what is already being undertaken on this agenda.

3.3 Board are asked to agree to the recommended areas for investment as outlined above and to provide feedback as to whether there are any significant gaps or other priorities they wish to be considered.

### Summary of Appendices

1. Appendix 1: Minutes of LLEP investment panel – 8<sup>th</sup> September 2020
2. Appendix 2: PCR for National Space Centre

## **PAPER B**

### 3. Appendix 3: Final Draft Economic Recovery Action Plan

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

Fiona Baker

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Email: [Fiona.Baker@llep.org.uk](mailto:Fiona.Baker@llep.org.uk)

Helen Miller

Tel: 0116 454 6157 or 07850 907443

Email: [Helen.Miller@llep.org.uk](mailto:Helen.Miller@llep.org.uk)



# Appendix 1

**NB: In line with our Local Assurance Framework (LAF) these minutes are published as a draft record until formal ratification at the subsequent meeting.**



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## LLEP INVESTMENT PANEL

### Minutes of the Meeting

1 September 2020

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#### Attendance and Apologies:

<b>Members</b>		<b>Representing</b>	
Andy Reed OBE	<b>AR</b>	LLEP Board of Directors	Chair
Emma Anderson	<b>EA</b>	LLEP Board of Directors	
Sonia Baigent	<b>SB</b>	LLEP Board of Directors	
Ajmer Kaur Mahal	<b>AKM</b>	LLEP Board of Directors	
Dr Nik Kotecha OBE	<b>NK</b>	LLEP Board of Directors	
Neil McGhee	<b>NM</b>	LLEP Board of Directors	
Cllr Terry Richardson	<b>TR</b>	LLEP Board of Directors	
<b>Officers</b>			
Fiona Baker	<b>FB</b>	LLEP	
Cathy Martin	<b>CM</b>	LLEP	
Stuart McAvoy	<b>SM</b>	Leicester City Council – Accountable Body	
Helen Miller	<b>HM</b>	LLEP	
Mandip Rai	<b>MR</b>	LLEP Chief Executive	
<b>Advisors</b>			
Jaqueline Moody	<b>JM</b>	Cities and Local Growth Unit (CLGU)	
Peter Sutton	<b>PS</b>	Cities and Local Growth Unit (CLGU)	

**Minute****Action**

<b>1.</b>	<b>Election of Chair</b>	
1.1	AGREED that AR be elected Chair of the Panel.	
<b>2.</b>	<b>Welcome and Apologies</b>	
2.1	AR welcomed those present to the meeting.	
2.2	There were no apologies for absence.	
<b>3.</b>	<b>Declarations of Interest</b>	
3.1	NM declared that he had a business relationship with Mike Kapur, Chairman of the National Space Centre. In view of this, NM advised that he would not vote on the Project Change Request from the National Space Centre to be considered at this meeting.	
<b>4.</b>	<b>Terms of Reference</b>	
4.1	It was noted that the Panel's Terms of Reference currently contained no specific reference to operational matters that had been delegated to it, such as Project Change Requests or the Panel's role in Local Growth fund reporting. The suggestion was made that these should be included.	
4.2	MR advised that a further potential area of work for the Panel could be monitoring of applications for funding from the Getting Building Fund, but directions from government on how this fund would operate were still awaited. Scrutiny of programme performance also was a potential area of work, although it was recognised that the main responsibility for this lay with the Board of Directors.	
4.3	It also was suggested that the Terms of Reference should be amended to reflect that the Panel's the quorum for meetings should be three members who were non-executive directors.	
4.4	The Panel expressed the hope that the Board of Directors would accept this Panel's detailed discussions on matters within its remit and not repeat those discussions at Board meetings.	
4.5	<p>It was AGREED that the Board of Directors be asked to amend the terms of reference for the Investment Panel to reflect:</p> <ul style="list-style-type: none"> <li>a) more detail of this Panel's operational role, including, but not exclusively, making recommendations on project change requests and its role in monitoring and delivery of LLEP investment programmes and services; and</li> <li>b) that the quorum for meetings of this Panel should be three members who are non-executive directors.</li> </ul>	<p><b>MR</b></p> <p><b>MR</b></p>

**Minute****Action**

<p><b>5.</b></p> <p>5.1</p>	<p><b>Membership of the Panel</b></p> <p>AGREED that the membership of the Investment Panel be noted.</p>	
<p><b>6.</b></p> <p>6.1</p> <p>6.2</p>	<p><b>Dates of Panel Meetings 2020 - 2021</b></p> <p>HM drew attention to the fact that, although the Panel’s Terms of Reference, stated that meetings of this Panel should be bi-monthly, the dates of those meetings needed to be appropriate to enable the Panel to fulfil its function within government timescales. For this reason, the proposed dates of meetings were provisional and would be confirmed in due course.</p> <p>It was AGREED that meetings of this Panel provisionally be held at 3.00 pm on Tuesday 3 November 2020, Tuesday 5 January 2021 and Tuesday 2 March 2021, these dates to be confirmed or revised as the Panel’s work programme is clarified.</p>	<p><b>All to note/ HM</b></p>
<p><b>7.</b></p> <p>7.1</p> <p>7.2</p> <p>7.3</p> <p>7.4</p> <p>7.5</p>	<p><b>Project Change Request – National Space Centre: Vision 2025</b></p> <p>CM introduced a report seeking approval from the Panel to the Project Change Request for Local Growth Fund (LGF) Project LG18 – National Space Centre: Vision 2025.</p> <p>CM advised that six months were left in which to claim remaining LGF funding. Five of the projects approved for this funding were on target, but this project had been financially impacted by Covid-19. If it was decided to not support, or only partially support, the Project Change Request from the Space Centre, consideration could be given to whether any funding remaining in the LGF as a result could be reallocated to any of the other projects in receipt of LGF funding. Although it should be noted that there was limited time to do this.</p> <p>MR advised that there were restrictions in the LGF process regarding what funding could be reallocated to. Completed projects could not be considered for additional funding, so at present only the other five projects still in progress could be considered for any reallocation of funds and approval would depend on whether additional outputs could be evidenced.</p> <p>It was noted that although the overall cost of the project had been reduced, the previously agreed level of LGF funding was still being requested. As other funding sources had been reallocated to help the Space Centre weather the impact of COVID, this increased the proportion of the project to be funded through the LGF to approximately 25% of the project cost.</p> <p>A question was raised about the project’s finance plan and it was questioned whether all funders provided 25% of their contribution at the same time. However, CM advised that with LGF schemes all funding could be claimed at the start of the project and match funding from other sources was reported separately. In this case, some funding was not in place at the start of the project,</p>	

**Minute****Action**

so other funding was sought as it progressed. It was not known if the LLEP Board was aware of this when approving the original request for LGF funding. In all cases, claims were assessed as part of the monitoring done for each project and records kept of match-funding obtained. This information also was included on the data returns that would be submitted quarterly to the Panel (previously Programme Board) before onward transmission to the government.

- 7.6 In reply, CM noted that other funding bodies were still committing funds to the Space Centre, but these were focussed on sustaining the business during the Covid-19 lockdown. As a result, less funding was available for this project, but the project was seen as integral to the Space Centre's expansion plans. In addition, five of the originally forecast 20 jobs had been created, but a conversation could be held with the Space Centre to determine what jobs it anticipated would be created over the life of the project.
- 7.7 In response to a question on deliverability, CM confirmed that the Space Centre was confident that, with the proposed rescoping of the project, full expenditure could be achieved by the end of the current financial year.
- 7.8 The Panel questioned how certain the Space Centre could be that the project would generate the level of income asserted, particularly with the focus of the project having changed. CM undertook to discuss this with the Centre.
- 7.9 Some concern was expressed that the project only referred to providing opportunities for disadvantaged children. This excluded children who were not classed as disadvantaged, but who were from families without the resources to use the Space Centre's facilities. CM explained that the Space Centre already provided a variety of programmes and workshops for people of all ages. The work proposed through this project would be specifically tailored for disadvantaged children and would be in addition to, not instead of, the programmes and workshops already provided.
- 7.10 Concern also was expressed that there should be a condition placed on the LGF funding that required staff to be retained for a minimum period following receipt of that funding. CM advised that the staff jobs currently were at risk, so by continuing the project, 32 members of staff would continue to be employed and it was intended that those posts would remain permanent at the end of the project. The Panel expressed reservations that this was not more definite, but it was recognised that it was very difficult to give absolute assurances.
- 7.11 CM advised the Panel that the jobs it was anticipated would be created through this project were in a range of areas, such as in the café, running exhibitions and in technical areas.
- 7.12 The Panel questioned whether a thorough financial assessment had been undertaken of the likelihood of the Space Centre continuing to operate, particularly in view of the reduction in visitor numbers and income as a result of the Covid-19 pandemic. CM advised that this had not been done but could be



**Minute**

**Action**

Change Requests include full information on the rationale for recommendations made in relation to changes requested, this information to include financial information sufficient to enable the Panel to give full scrutiny to organisations and projects;

3. That officers undertake a programme of training to help new and existing Board members understand the processes and monitoring requirements of the different LLEP investment strands;
4. That the Board of Directors be asked to provide guidance to the Investment Panel on the risk policy to be followed, including the approach to be taken when a company is in financial difficulty and when it is appropriate to continue funding a company in such a position, and the level of delegation of the operation of the risk policy to this Panel; and
5. That when preparing future reports for consideration by the Investment Panel, officers take account of the level of scrutiny that this Panel will give to such reports.

**HM / MR**

**Board of  
Directors /  
MR**

**All**

*In view of his declaration of interest, (see minute 3 above), NM did not vote on this item.*

**8. Recovery Plan Investment Discussion**

8.1 FB gave a presentation on Recovery Plan Investment, a copy of which is attached at the end of these minutes. *[Fiona, please can you let me have a copy of your presentation]*

8.2 FB advised that:

- The recovery situation was still very fluid, so it was not possible at this stage to fully assess how the recovery was proceeding;
- The partnership with the Department for Work and Pensions was continuing to develop the national programmes;
- Experian had predicted that unemployment would peak at over 8%. In July 2020, job postings had been 29% lower than usual;
- The level of house prices was a concern, as many people currently could not afford them;
- A number of cross-cutting themes for recovery were starting to emerge, so it could be more appropriate to focus on these to shape action plans, rather than the list produced by the LIS Foundations. The Foundations' list contained similar issues, but the themes emerging were tailored for the local situation;

- The LLEP Board had agreed at the June meeting to the repurposing of £1.6million of Growing places Funding , In terms of the LLEP reserves the August Board report had advised that there was a requirement for between £900,000 - £1million be retained as a reserve, which would potentially release between £800 – 900,000 from the end of year forecast of £1.8million. The remainder could be added to discretionary funding to aid recovery. This gave a maximum total of approximately £2.5million potentially available for investment;
- A commissioning model for bespoke investment in a skills development fund could be considered. It was suggested that approximately £400,000-500,000 would be ideal for bespoke and targeted interventions;
- Expressions of interest already had been received for capital and revenue grants from the European Regional Development Fund (ERDF), even though these grants had not been launched yet;
- It was suggested that the investment in Flex D of up to £1.1 million could be considered., This had been part of the Getting Building Fund and was also in receipt of Business Rates pooling fund; and
- Place marketing was important to repair the reputational damage caused by the extended lockdown in Leicester.

8.3 MR stressed that this was a modest resource, so it was suggested that it should be focussed within a few themes. HM confirmed that these would be short to medium term projects, running from September 2020 – June 2021, with work on a separate long-term strategy shortly to be started.

8.4 It was suggested by NM that the arts were an area in which modest investment could benefit a large number of people, making this a potential area for recovery investment.

8.5 NM and TR considered the investment into Flex D could be supported via the private sector and it was noted that many grants were already available for district authorities to invest in infrastructure for electric vehicles. NM was keen to explore the investment in Green energy and low carbon, as part of a longer-term green recovery plan.

8.6 Many panel members were supportive of supporting businesses that had not already been in receipt of any funding. Many small businesses did not qualify for assistance under government schemes, so it was suggested that this funding could help such businesses, particularly if they employed other people. Small grants could be of significant assistance to these businesses.

8.7 HM advised that an allocation already existed to enable business investment of up to £3,000 in approximately 180 businesses, but demand for this was very high. As this was ERDF funding, very specific conditions were attached to it, but

**Minute****Action**

<p>8.8</p> <p>8.9</p>	<p>the LLEP could set its own criteria for similar levels of support from the recovery investment funding under discussion. There also was the potential for some additional ERDF support.</p> <p>It was recognised that there was a need to ensure that the projects funded under these proposals tied in with other work, such as planning and development, to assist in helping shape the recovery. As the assistance would be for short – medium term projects, this could mean that the projects receiving assistance were less innovative. Care also should be taken to ensure that the recipients were also receiving the same assistance from elsewhere.</p> <p>It was AGREED that</p> <ol style="list-style-type: none"> <li>1. This Panel supports the suggestion that the recovery investment funding discussed under this item focuses on short – medium term projects topping up projects relating to skills, businesses and reputational damage and green recovery; and</li> <li>2. This Panel requests that the points raised in the discussion and recorded above are taken into consideration in establishing criteria for this assistance.</li> </ol>	<p></p> <p><b>MR</b></p> <p><b>MR</b></p>
<p>9.</p> <p>9.1</p> <p>9.2</p>	<p><b>Any Other Business</b></p> <p><b>a) <u>Recording of Meetings</u></b></p> <p>It was AGREED that future meetings of the Panel be recorded.</p> <p><b>b) <u>Action Points from Meetings</u></b></p> <p>It was AGREED that Democratic Support provide Action Points from future meetings within 48 hours of the meetings' closure.</p>	<p><b>Democratic Support</b></p> <p><b>Democratic Support</b></p>
<p>10.</p> <p>10.1</p>	<p><b>Close of Meeting</b></p> <p>The meeting closed at 5.35 pm</p>	<p></p>

PAPER D

LLEP Investment Panel

8<sup>th</sup> September 2020



## Decision

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### **Project Change Request**

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#### **1. PURPOSE OF REPORT**

1.1 The purpose of this report is to seek approval from the Investment Panel on the Project Change Request (PCR) for two Local Growth Fund Projects: -

LGF18 – National Space Centre: Vision 2025

#### **2. RECOMMENDATIONS**

2.1 The LLEP Investment Panel is recommended to approve the PCR.

#### **3. NATIONAL SPACE CENTRE: VISION 2025 - BACKGROUND INFORMATION**

3.1 Established in 2001 the National Space Centre is run as an educational charity and provides a unique experience for visitors of all ages with an interest in space, science, technology and astronomy. As part of its offer, the centre provides science workshops for school children, interactive galleries, the UK's largest planetarium, and the iconic 42m high Rocket Tower.

3.2 Situated on Pioneer Park, part of the Leicester Waterside Enterprise Zone, and with strong links to the University of Leicester's space research, the National Space Centre is a major visitor attraction for the county. Export services in immersive film production and education programmes account for up to 20% of its revenue and reach 60 countries worldwide. Its post-16 space engineering course has sent over 60 'widening participation' students to university.

3.3 Visitor numbers to the National Space Centre have significantly increased over the last few years and as a result of this success the centre plans to extend and improve its facilities. The original proposal was for the creation of 850m<sup>2</sup> of flexible space for temporary exhibitions, workshops, lectures and corporate events at different times and on different days as required. The space will be multi-purpose but dedicated to the National Space Academy to ensure that it is set up as the UK's premier venue for space events and for presentations from the best speakers, teachers and role models from around the world.

3.4 The project has successfully completed the construction of a mezzanine floor, which has enabled the creative team to be brought together, and the creation of the Reality

Lab providing high technology immersive design facilities. The centre increased its community engagement programme and created 5 new jobs.

- 3.5 The National Space Centre closed its doors to the public in March 2020 due to Covid-19 and with the further Leicester lockdown was not able to reopen until August. As a result, reserve funding has been utilised to support the business during closure and beyond, and this has impacted on the finances to enable the proposed building extension (Project: Marble) to be carried out. The project change request outlines proposals for re-scoping to enable the full allocation to be spent by March 2021, in line with LGF programme requirements
- 3.6 This project was awarded £1,149,712 LGF. Defrayal to date is £494,945 with £654,767 left to claim in 2020/21.

#### **4 PROJECT CHANGE REQUEST**

- 4.1 The PCR outlines proposals to continue with the development of Project Marble by utilising existing space rather than by building an extension. The project would deliver an enhanced Earth from Space exhibition gallery, new workshop space and improved corporate event facilities as planned and add additional digital content for wider educational and community work both on- and off-site. The digital content will be used to create a planetarium show dedicated to Climate Change.
- 4.2 The core omission would be the 300-seat auditorium for live presentation and bigger corporate events. The original building that was due to be removed to make way for the extension will remain in place and utilised to support this project in the interim. The extension will remain part of the future plans for the centre when visitor numbers return to their former volumes and sufficient funding has been raised.
- 4.3 The original cost of the overall project was forecast as £5,933,540 comprising £1,149,712 LGF and £4,783,828 match funding. The revised figure totals £4,532,712 with the LGF remaining at £1,149,712 and match funding reducing to £3,383,000. PCRs have been submitted to the other funders and subsequently those funds are either secure or agreed in principle.
- 4.4 The project sponsor is therefore requesting to allocate the remaining LGF to the following works:
- 'Earth from Space' – exhibition to move from foyer to existing gallery
  - 'Orbiting Earth' – originally planned for 2022, bring forward
  - Planetarium show - bring forward from future plans
  - Develop educational content including climate change – ties in with community engagement activity
  - School space - update the old building
  - Corporate facilities – provision of state-of-the-art audio visual in advance of the future extension
  - Toilets – provide in existing space including 'changing places' facility

This will result in the changes highlighted below:

- a. to the funding package

b. to the planned outputs / outcomes / impact of the project

4.5 Funding package – while the LGF ask remains the same, as explained above there is a change to the match funding:

	<b>Contract</b>	<b>PCR</b>
<b>Local Growth Fund</b>	£1,149,712	£1,149,712
<b>National Space Centre</b>	£250,000	£200,000
<b>Inspiring Science Fund</b>	£1,880,000	£1,880,000
<b>Foyle Foundation Kirby Laing Foundation Wolfson Foundation Severn Trent Water Community Fund</b>	£2,086,000	£735,000
<b>Garfield Weston Foundation Fidelity Foundation 1851 Royal Commission</b>	£567,828	£568,000
<b>TOTAL</b>	<b>£5,933,540</b>	<b>£4,532,712</b>

\* Note that the LGF figure includes defrayal to date

4.6 Outputs/Outcomes – the PCR details that the change in the project delivery will have an impact on the project. The noticeable difference is the change in number of jobs created which will reduce to 5 from 20, however the continuation of the LGF project will enable the safeguarding of 32 existing jobs which have been at risk due to the close of the centre in relation to Covid-19.

See summary below:

<b>OUTPUTS/OUTCOMES</b>	<b>CONTRACT</b>	<b>Achieved to date</b>	<b>PCR</b>
Jobs created	20	5	5
Jobs safeguarded	0		32
Commercial floorspace (sqm)	1350 constructed	250	1050 refurbished/occupied
Students in workshops	16000		16000
Academy students	1350		0
Corporate income generated	£750,000		£400,000
Family visitor numbers	42,500 Total		30,000 pa
School visitor numbers	15,000 Total		7,200 pa

Disadvantaged young children educated in new developments in satellite applications	0		3,600
5m worldwide see planetarium show	0		5m

## 5 COMMENTS

5.1 While the building extension proposed in the original business case will not be delivered, the proposals will enable the National Space Centre to build on and improve its offer, thus continuing to attract new visitors and generate income for the future implementation of plans. The unexpected occurrence of Covid-19 has had a negative impact on the centre and the continuation of the LGF funding will assist in its recovery and enable the LGF programme to meet its full spend. Therefore, this PCR is recommended for approval.

### Summary of appendices:

Appendix 1 – National Space Centre\_PCR

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## LLEP Economic Recovery Action Plan: Summary of Recommendations and Partner / Stakeholder Feedback

### 1. Introduction

1.1 This paper provides an executive summary of the attached Economic Recovery Action Plan, brief summary of the key elements of feedback received and recommendations for taking the plan forward.

### 2. Executive Summary

2.1 The report is structured around the five foundation of the Local Industrial Strategy – People, Business, Ideas, Place and Infrastructure. There is a summary of the existing evidence base for each theme, and then tables that set out short term (1-3 months), medium term (4-9 months) and longer term (10 months to 2 years) actions. Included within the tables are resources currently available.

2.2 It is a live document and will be subject to further updates given the volatile nature of the Covid-19 pandemic and the nature of any further government support which may be made available.

2.3 The report identifies the following key economic impacts together with existing interventions and proposed actions as follows:

#### **People, Employment and Skills**

- Rising unemployment, particularly young people, female workers, those in low paid / low skilled employment and older workers.
- Widening inequalities, with disadvantaged communities at greatest risk, including BAME communities, people with disabilities and care leavers.
- Extensive use of the Job Retention Scheme with a prospect of increased redundancies as the scheme tapers and ends.
- The prospect of a dramatic fall in apprenticeship recruitment with a recommendation for a focus on the use of and potential pooling of apprenticeship levy funds.
- Recommends a focus on job matching and retraining to help individuals secure jobs in growing sectors, particularly digital skills, and on placements to support people into employment.
- The requirement to focus on careers advice and interventions for young people and the prospect of increased levels of young people who are NEET (not in education, employment or training).
- A focus on skills needed for the further development of a green economy

#### **Business**

- The severity of impact across sectors will vary, notwithstanding the additional effects of the extended lockdown in Leicester City on tourism, retail and hospitality businesses. More detailed understanding of the potential impact on different sectors required.

- There are implications for the future of the office market, the impact of lower footfall in city centres and the future of high streets
- The announcement of Leicester and surrounding Districts as the first area to be placed in extended lockdown measures increases the potential for reputational damage and a requirement for reinvigorated place marketing has been identified.
- There is a shift to digital, with businesses moving more services online, and Leicester and Leicestershire are in a strong position to capitalise on this, if businesses receive support to take their businesses online and become more digitally enabled, including access to broadband and staff with digital skills.
- Provision and support for start-ups will become increasingly important.
- Significant opportunities for businesses to adopt low carbon technologies as part of the recovery from recession.
- There are still significant opportunities related to our location and the strong and growing logistics sector which must be harnessed. The development of a freeport at East Midlands Airport would further maximise these strengths.
- The potential impact of a no-deal Brexit needs to be considered and businesses supported in readiness for such an event.

### **Ideas, Innovation and Entrepreneurship**

- The focus on innovation must be sustained in order to effect long term change not just in high growth sectors but in those which have suffered through the Covid crisis. The work being undertaken through the MIT Reap programme makes a number of recommendations to take this forward including
  - Accelerator programmes
  - Re-training and new skills programmes
  - Interface spaces for knowledge exchange
  - Capitalising on and coordinating existing assets, expertise and capabilities (beacons and bootstraps), including significant low carbon expertise within the area.

### **Place**

- The regeneration and reimagining of town centres will be important to economic recovery, in the light of changing shopping and leisure habits.
- Harnessing natural capital assets and an improved understanding of the value of those assets will be paramount.
- An understanding of the particular needs and issues affecting rural and urban geographies is needed to ensure that key issues are addressed.

### **Infrastructure**

- Infrastructure projects tend to be longer term initiatives and therefore the impact of Covid-19 has been less acutely felt. A number of key infrastructure projects are already underway or about to be commenced through the Getting Building fund which will contribute to the regeneration of the economy.
- A refreshed evidence base for the Strategic Economic Plan will also provide robust and up to date evidence to support intervention.

- Climate change and Net Zero, together with circular economies and resource efficiency should be embedded within post-Covid infrastructure plans.
- Transportation links will become more important if, as expected, we see shifts in employment between sectors, enabling people to access alternative places of employment.

### 3. Partner / Stakeholder Feedback

3.1 The LLEP received a significant amount of feedback received from partners and stakeholders. Whilst it was generally agreed that the plan was overly lengthy, incorporating the level of detail fed back within the plan would further extend the length. Therefore, consideration will be given to condensing the main themes of the report in the main body, with more detail contained in appendices.

#### 3.2 General Feedback

Reduce the size of the plan

- Concentrate on Key Deliverables
- Reduce number of objectives
- Could be achieved with summaries and appendices (e.g. detail of actions)

Prioritisation

- Select the key initiatives rather than try to capture everything.
- Highlight new projects and initiatives (as distinct from business as usual and existing programmes which are already being delivered).

Greater weight to be given to emerging megatrends

- Climate change (Green recovery)
- Acceleration of digitalisation

Greater acknowledgement and reference to external influences

- Covid and the prospect that recovery will not be linear
- Brexit

#### 3.3 Feedback on the Foundations

The following points are a condensed summary of feedback received but are not exhaustive.

##### People

- Focus should be on supporting young people into employment (including graduates).
- Provision of clearer routes into employment for emerging sectors (e.g. low carbon) and future job openings in expanding sectors
- Digital skills are important
- Plan requires further consideration of how young people at risk of NEET will be supported
- Need for further investment in delivery of entrepreneurial skills to maximise start-up potential and sustainability
- More consideration of potential 'ask' of emergent UKSPF

- Given the high proportion of public sector employment in the area, the plan could reference the role of public sector anchor institutions in driving economic recovery via direct recruitment/ employment and procurement.
- The demand for high level skills will remain, and need to balance job creation with skills development for higher productivity roles

### **Business**

- More consideration of support for start-ups, particularly technology start-ups. Maximising employment is important but equally there should be support for innovative new businesses with potential to scale.
- Supporting the strengthening of and establishment of cross-sector supply chains to create local demand.
- Development of green / net zero business networks to support and connect businesses in the sector and link with champions from large businesses.
- The plan should identify those specific sectors that are significantly impacted by the extended lockdown and what additional interventions may be required.

### **Place**

- The plan could better reflect the twin emergencies of climate change and biodiversity loss and demonstrate the significant economic opportunities of clean growth and positive management of natural resources for productivity and prosperity which have been jump started during lockdown. There is currently no reference to the environmental impacts (and benefits) from Covid19 restrictions.
- Additional data is available to supplement this section e.g. changes to traffic flows, air quality, travel/commuting patterns post-Covid.
- Addressing climate change, biodiversity loss and the move to a low carbon circular economy could be included as one of the key determinants for Place.

### **Ideas**

- The MIT REAP Action Plan identifies current gaps and potential interventions to accelerate innovation and entrepreneurial activity across Leicester and Leicestershire.

### **Infrastructure**

- Limited responses to this area which was expected due to the longer-term nature of the activity (more appropriate to the Economic Recovery Strategy than the Action Plan).
- It was identified that this section also needs to acknowledge the infrastructure needs for low carbon transport and low carbon housing including new development and retrofit.

#### 4. Next steps

4.1 Having captured the breadth of activity and resource currently being allocated under each of the LIS foundations there is the opportunity to produce a more condensed, focussed document

4.2 Reformat the plan in line with Government Recovery Round Table / LEP Network 'Five Point Plan' to more accurately reflect current priorities

4.3 Prioritise key initiatives and potential for intervention where there are gaps, in order to inform future investment decisions

4.4 To contribute to the development of the Economic Recovery Strategy

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# Paper C

PAPER C

LLEP BOARD OF DIRECTORS

6<sup>th</sup> October 2020



## Decision

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### MIT REAP

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#### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to update the Board on the work of the Massachusetts Institute of Technology (MIT) Regional Entrepreneurial Acceleration Programme (REAP) initiative within the LLEP area and to advise the Board on the next steps.

#### 2. RECOMMENDATIONS

- 2.1 The recommendations to the Board are to:
- 1) To note the work to date of the MIT REAP group
  - 2) To note the appointment of Prof Bob Allison as LLEP Board Champion for Innovation and MIT REAP programme.
  - 3) To note the recommendation for an Innovation Board

#### 3. BACKGROUND

- 3.1 Board will recall that in November 2019 the LLEP Growth Hub responded to a call for expression of interest from The Department of Business, Energy and Industrial Strategy (BEIS) who were working in partnership with Loughborough University and Massachusetts Institute of Technology (MIT) to pilot a "lite" version of the MIT Regional Entrepreneurial Acceleration Programme in England. In January 2020 the LLEP Growth were advised that their expression of interest had been successful.
- 3.2 The pilot MIT REAP Lite was to be made available to an initial 6 LEPs and MCAs and their key strategic partners and was to be delivered over six months. If successful, the programme will be rolled out nationally. The programme is normally delivered to Small Countries or large Cities.
- 3.3 The six month pilot is designed to support LEPs/MCAs to develop strategies and approaches to drive up productivity and entrepreneurial innovation in their local area. The pilot is designed to work to the core framework of REAP but with reduced time commitment and costs to enable local areas to participate.
- 3.4 BEIS has funded 50% of the cost of the pilot programme, with the participating LEPs and MCAs contributing £25,000 each for FY2020/21.

- 3.5 The Programme has been designed to test new ways of encouraging SMEs to adopt technology and management practices that can improve productivity. Through improving firm level and regional productivity in all parts of the country to ensure consistently high levels of employment and increased GVA.

#### **4. DEVELOPMENT OF THE MIT REAP LIT STRATEGY**

- 4.1 The MIT REAP team for the LLEP area was brought together and attended the first workshop in London in March 2020. The team have worked very well together and comprised of Government: LLEP, Sue Tilley, British Business Bank, Lewis Stringer, Innovate UK, Julian Bowrey. Universities, University of Leicester, Anju Trevedi De Montfort University, Helen Donnellan/Prof. Rachel Granger, and Loughborough University, Dr Jen Fensome. Entrepreneurs, Sandra Wiggins of DPI Ltd, Saajad Khan of Aristec; NatWest, with commitment also received from Everards and PPLPRS. Subsequent workshops and all interactions thereafter have been gathered virtually.
- 4.2 The LLEP MIT group have taken part further MIT REAP workshops, held strategy discussions and undertaken extensive surveys and interviews with entrepreneurs and stakeholders, undertaken economic analysis and stakeholder mapping as part of the programme working to the MIT model.
- 4.3 LLEP MIT REAP group is also represented by the three Universities on the LLEP Economic Recovery Cell under the 'Ideas Pillar' with the findings and research being used to inform the strategies for economic recovery which will ultimately inform the Government's Comprehensive Spending Review
- 4.4 The final LLEP MIT REAP 'Bootstraps and Beacons' proposal and presentation are to be submitted on 24<sup>th</sup> September in advance of the final workshop with MIT and BEIS which will take place virtually on 28<sup>th</sup> and 29<sup>th</sup> September 2020.

#### **5. FUTURE ACTIVITIES**

- 5.1 The Board are asked to note that Professor Bob Alison has kindly agreed to be the LLEP Board Champion for Innovation and MIT REAP programme.
- 5.2 The Action Plan and framework have highlighted a number of important ongoing actions and activities and the LLEP Board is asked to note the need for ongoing activity to be delivered by an Innovation Board to continue the work of the LLEP MIT REAP team and deliver the actions needed.

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# Paper D

PAPER D

LLEP BOARD OF DIRECTORS

6 October 2020



Information / Decision

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## ZERO CARBON PLAN

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### 1. PURPOSE OF REPORT

1.1 The purpose of this report is to:

- i. introduce the work of the Midlands Energy Hub;
- ii. highlight some early work creating zero carbon opportunities in the LLEP area;
- iii. introduce the development of a broad LLEP action plan working towards the Zero Carbon agenda and propose actions in order to shape this into a final plan; and
- iv. propose actions to support the immediate local needs of the zero carbon agenda across the LLEP area, including supporting the LLEP Covid-19 Economic Recovery Plan.

### 2. RECOMMENDATIONS

2.1 The LLEP Board is recommended to:

- i. note the work of the Midlands Energy Hub;
- ii. note the early work creating zero carbon opportunities in the LLEP area;
- iii. support the development of a broad LLEP action plan working towards the Zero Carbon agenda and propose actions in order to shape this into a final plan;
- iv. support the actions to support the immediate local needs of the zero carbon agenda across the LLEP area, including supporting the LLEP Covid-19 Economic Recovery Plan;
- v. formally and publicly commit to supporting the Climate and Nature Emergency Declarations made locally and nationally; and
- vi. identify and agree a Board champion for Zero Carbon.

### 3. Towards a Zero Carbon LLEP

#### Midlands Energy Hub

3.1 The Midlands Energy Hub (MEH) is coordinating activity in Midlands LEP's with an officer working in each LEP and developing projects and activity towards Zero Carbon. The LLEP's Energy Officer works strategically with all Local Authorities and

other partners to identify supporting activities towards development of zero carbon projects in the LLEP area, as well as supporting the LLEP with understanding where investment and growth opportunities exist, and how the LLEP can be 'zero carbon ready' across its operations.

- 3.2 MEH coordinates regional activity including – convening events/workshops/meetings to demonstrate investment and development opportunities locally; conducting consultations on particular areas of need across the area to support Zero Carbon information and activity; linking into Midlands Engine to ensure high-level support for zero carbon regional development; gathering local intelligence in order to support BEIS activity on zero carbon and energy; disseminating information on central government funding to locality partners.

#### Zero carbon opportunities – early work

- 3.3 Local zero carbon activity in the LLEP is focussed on the following current list of projects:

- Electric Vehicle Charging hubs and wider strategy
- Green Belle
- Low Carbon Transport Accelerator
- East Midlands Airport zero carbon hydrogen/transport hub
- Rural Community Energy project development
- Supporting development of Energy Efficiency work for housing stock
- Links to other programmes e.g. Smart Cities

#### LLEP Zero Carbon Action Plan

- 3.4 As part of getting the LLEP area ready for the zero carbon future, an action plan is needed to draw out the necessary organisational work. This will ensure that the LLEP is supporting key partners to identify and maximise the opportunities for local clean economic growth and jobs/skills development.

- 3.5 A LLEP zero carbon action plan needs to cover two core elements:

- The LLEP needs to ensure that it has the processes in place and the understanding of the zero carbon agenda to be able to bring the sector to the fore by steering innovation, entrepreneurship, and investment, capitalising on regional/national programmes and putting zero carbon at the centre of strategic infrastructure decisions.
- In order to effectively support business and local authority partners we need to be able to identify the barriers and associated solutions to growth of the zero carbon sector – this means that we need to identify the businesses active now, where the growth is going to come from and what the associated jobs and skills needs are including identifying the routes to training and jobs creation.

- 3.6 Attached with this report is a draft action plan (Appendix 1) to introduce some of the areas of work being recommended for inclusion.
- 3.7 In order to progress this action plan the board is recommended to support the development of the action plan through a task group to ensure that it is realistic across teams and supports the needs of the core work areas of the LLEP. A final draft of this action plan would be presented to the board at a future meeting.

#### Recommended early LLEP actions

- 3.8 In order to support the MEH's and LLEP's early work on zero carbon, and in recognition of the progress made by Local Authority partners in making Climate Emergency Declarations and subsequent activity in setting out their programmes of activity, the board are recommended to undertake the following early action –
- Formally and publicly commit to supporting the Climate Emergency Declarations locally and nationally as a first step towards the wider strategic work needed. This will give coherence and credibility to further partnership activity (such as discussions on collaborative Electric Vehicle Charging Infrastructure) as well as enabling work towards a Communications Strategy aimed at raising the profile of Low and Zero carbon activity locally. It will also give coherence to an emerging ask of Midlands Engine and the East Midlands Development Corporation to put zero carbon at the heart of the region's development.
  - Identify a Board representative for the Zero Carbon area of strategy in order to champion Zero Carbon in the LLEP and to support external work to identify a pipeline of strategic projects for development. This will ensure that the low carbon sector is aligned to strategic infrastructure discussions effecting the future economic success of the local area and will enable funding and investment to be aligned with local development and needs.
- 3.10 In order to support the Zero Carbon Action Plan, and also the LLEP Covid-19 Economic Recovery Action Plan, we need to start to understand the needs of the Zero Carbon Sector. In particular we need to engage with businesses to understand their growth ambitions and the qualifications/skills needs of future jobs. Sitting this alongside the zero carbon strategic needs of the LLEP area we can start to understand the jobs, skills, training and routes to employment that will enable clean growth. A zero carbon sector forum will help us to understand this.

#### Future steps

- 3.11 Following the above actions, it is anticipated that the zero carbon agenda will feature as a cross cutting theme throughout the LLEP's activities in line with our strategic partners and national government. The immediate steps following the above will be –
- More focussed report on the Low Carbon Goods and Services Sector which will feed into the Covid19 Recovery Cell and broader LLEP strategy, as well as

identifying routes to developing our local market and capabilities. This report is being funded across the Midland LEP's through MEH funds.

- Work to refine the LLEP action plan for the Zero Carbon agenda as detailed above.
- Identification of partners and stakeholders for engagement as set out above.

# Appendix 1

## **LLEP and the Zero Carbon agenda**

### **Introduction**

This paper looks at the zero carbon agenda and how the LLEP can support work towards this agenda locally. It sets this out within the context of a number of areas of work –

- The Energy Infrastructure Strategy
- The Local Industrial Strategy
- The Climate Emergency declarations locally and nationally

The scale of the challenge, and the scale of ambition nationally is clear and this is starting to be reflected in national policies and associated activity with recent announcements including –

- £390 million investment in hydrogen and low carbon technology to reduce emissions from industry
- Up to £1 billion additional funding to develop and embed the next generation of electric vehicle technologies
- £2 billion of funding for energy efficiency for houses
- £400 million of investment in new electric vehicle charging infrastructure
- £26 million of additional funding for carbon capture technology

Locally, the LLEP's Low Carbon Sector Growth Plan published in 2015 suggested that the sector had a market value of around £2 billion, with 730 companies employing 14,500 people, and could grow to £3 billion by 2020 – however that was set against a policy environment lower in ambition than today's.

In the LLEP area there is clear expertise across public, private, education and third sector organisations, and the ambitions to match – an example being the Energy Research Accelerator which counts two of our universities amongst the 8 involved and aims to be at the forefront of energy innovation partnering research and industry and bringing significant investment.

The key elements raised through this paper are associated with understanding the local picture; leading and enabling the economic conditions to make the most of the opportunities that zero carbon affords us; and steering zero carbon activity, investment and equality of opportunity to include skills, businesses and communities.

This paper will cover commentary on the three areas of the zero carbon agenda (Energy Infrastructure Strategy, Local Industrial Strategy and Climate Emergency Declarations), followed by ambitions for progressing this area of work, and internal/external actions associated with achieving the ambitions. Initially, this paper is not about achievement of zero carbon locally – it is about getting the conditions right to enable more detailed plans to be put in place.

### **The Energy Infrastructure Strategy**

This strategic piece of work was commissioned by the LLEP and informed by input from City and County Councils. It takes a view of the scale of works needed to make 80% CO2 savings by 2050 based on 1990 levels, and 100% clean energy by 2050. Alongside this it looks at projects which would make a start towards this and are low regret in that they would be worth the investment and have already some policy backing them up.

The Energy Infrastructure Strategy has some gaps in it, partly due to the policy environment having changed recently. In order to make more sense of the action required there needs to be a set of targets to aspire to, along with a steering group to take ownership. There also needs to be more intelligence sitting behind the aspirations and actions.

### **The Local Industrial Strategy**

The Local Industrial Strategy (LIS) sets a high bar in terms of recognition of the need to act towards zero carbon over the coming years, and the benefits that this can have locally. What is needed to support this is information about the low/zero carbon sector and some support with looking to the future of this sector (including the elements of traditional sectors where there will be significant changes e.g. logistics, or simply with energy management in existing businesses). Also, the LIS will benefit from some certainty with strategic direction to enable investment, and some forward thinking on enablers of the sector.

### **Local and National Climate Emergency Declarations**

Across Leicester and Leicestershire all Local Authorities have either declared a Climate Emergency or released a statement regarding work towards zero carbon. This is complimented by national Government committing to 100% zero carbon by 2050. As local commitments are fleshed out, and national policies start to emerge (e.g. no more new petrol/diesel car sales from 2035) there will be a need to support communities and businesses with the changes they will need to make to survive and thrive. It is vital that the LLEP gets ahead of these changes and understands what the local landscape will look like so that it can then lead the strategic direction of the area towards zero carbon.

### **What is needed?**

The ambition locally is to create a supportive environment for zero carbon to be achieved in a structured way that creates local jobs, businesses and growth in the low carbon sector. This needs to be achieved in a just way that brings benefits to all Leicester and Leicestershire residents. Finally, this needs to be enabled swiftly.

There are three key elements to supporting the ambitions above –

1. Supportive, structured and well led – Local Authorities and other ‘place leaders’ need to set the agenda and coordinate their efforts with a broad partnership so that investment can be secured. A strong and coherent voice demonstrates a coordinated local effort.
2. Benefits to all – the structure and coordination that will enable investment, will also be needed to drive the equality of opportunity to ensure that communities are improved as a result of the transition to zero carbon.
3. Speed and scale – we can’t hang around. The conditions need to enable investment at scale, and whilst pace is needed, it shouldn’t come at the expense of structure and coordination so that we can make the most of investment set against local strategy, and linked into wider considerations like development, deprivation, grid connection, transport solutions, logistics and business.

In short – a coordinated effort is essential to enable zero carbon activity where it is needed and can have the biggest impact, but directed towards the needs of the wider community (including where people live and work, the business community, and other organisations), taking in planning around

future growth (in housing and employment) and broader strategies (including transport, energy infrastructure, skills, education etc).

The three elements above form the structure for the rest of this paper – the actions fall under these.

### Element 1 – supportive, structured and well led

This element looks at where the LLEP needs to develop and understand it's role, work with partners to understand the opportunities, the current policy environment, the current areas of work being developed or of interest. This then needs to lead onto mapping partners, projects and opportunities before progressing onto investment and delivery vehicle mapping. Finally, a significant part of this work is to develop the local voice and communications around the zero carbon strand.

Ambition	Action	*Short, medium term	Resource implications
1. Internal - Embedding carbon neutrality in the LLEP and it's work	Publicly pledge support for Climate declarations in local area	Short	Board and Comms support
	Undertake (carbon literacy) training across staff and board to support understanding and leadership	Short	Staff time – but linked to CPD. Board commitment.
	Map areas of work and areas of funding to understand where we can influence zero carbon	Short/ Medium	
	Develop LLEP evidence base to support zero carbon across all our work areas	Short/ Medium	
	Agree a set of priorities for progressing the zero carbon work, embed these across the work of the LLEP	Short/Medium	
2. External - Strategic low carbon sector leadership and voice	Identify strategic steering of energy and zero carbon LLEP strategy – which organisations to involve, what are the main project areas needing development.	Short	
	Map activity already underway/developing in zero and low carbon work-streams. Develop case studies.	On-going	
	Link in with local partners/partnerships and their work	Short	
	Identify the planning/policy levers to use locally to support and develop this work	Short/ Medium	
	Work with businesses to develop a low carbon vision including potential actions – consultation exercise	Medium	Need support and engagement from businesses
	Embed this vision within all LLEP strategies	Medium	
3. Identify good practice, celebrate success, embed comms	Call for low carbon examples	Short	
	Call for specific demonstrators - seek funding with partners to develop	Medium	
	Use LLEP marketing channels to promote good practice – link in with partners comms	On-going	Comms team
	Embed this work within a LLEP zero carbon	On-going	Comms team

	comms strategy		
4. Funding, finance and investment opportunities	Identify quick wins and early work	Short/ Medium	
	Embed low carbon into all LLEP funding streams, decisions and reporting	Medium	
	Map investment opportunities and match up with action below	Short/ Medium	
	Identify investors/finance and links with other project developers locally and regionally	Short/ Medium	

## Element 2 – Benefits to all

There are plenty of benefits to the zero carbon transition, however there is a risk that some of the benefits will only be available to those who can afford them or can access them – this is especially true when developments happen quickly as there is less opportunity for prices to come down or technology to become widespread to enable equality. This applies to businesses as much as low-income communities – some businesses will struggle to compete or to implement energy efficiencies when many of the opportunities or solutions are high cost, specialist or part of larger investment portfolios. Keeping this mind and linking it to the elements above – leadership and collaboration – there will be the ability to support communities, businesses and to develop community-based or procurement mechanisms. Some of this will involve community ownership, some will involve local authority intervention, some will involve ‘stimulating’ a market or business, and some will involve planning and/or policy.

Ambition	Action	*Short, medium term	Resource implications
5. Local infrastructure	Appraisal with partners of the areas of infrastructure to be considered for equality of opportunity	Short	
	Include approaches to increase involvement of local SME’s within the low carbon sector and approaches to fuel poverty work within zero carbon plans	Short	
	Develop targets and approaches to increase Community Owned Energy schemes	Short/ Medium	
6. Fuel poverty	Develop fuel poverty targets	Short	
	Map opportunities with partners for alleviating fuel poverty	Short	
	Develop an understanding of approaches needed to ensure communities aren’t left behind – this could include for example equality of EV access and charging	Short/ medium	
7. Housing and industrial developments	Work with local planning and policies across the LLEP area to understand how to encourage/force zero carbon housing developments	Medium	
	Work with local planning and policies across the LLEP	Medium	

	area to understand how to increase investment in zero carbon (or better) industrial developments		
	Identify common targets/specifications for zero carbon developments and look for quick wins to trial approaches	On-going	
8. Business opportunities	Map the low and zero carbon sector locally to better understand where businesses are already taking action or taking part in the sector	Short and on-going	There is already some work going on across MEH. Link in and support. Link in with Green Belle.
	Develop understanding of businesses wanting to decarbonise, or wanting to be part of the developing sector including what support the LLEP can offer in developing the commercial aspects of zero carbon technology	Short/Medium	
	Identify good practise for supporting the low/zero carbon sector to develop	Short/Medium	
	Map the areas of zero carbon work where local SME's would struggle to take part	Short/Medium	
	Identify mechanisms to support SME's to take part and to develop business approaches e.g. procurement, installations	Medium	
	Identify a platform to enable businesses to map their zero carbon journey and engage with local partners to identify opportunities to support the transition	Short and on-going	

### Element 3 – Speed and scale

Work across the LLEP area to understand what the appetite is with partners to develop projects, what scale is achievable and what funders and finance bodies are looking for. In order to progress projects we need to be able to get to the point where there is relative unity about the bigger picture, and there is a coherent 'sell' of the opportunities to work in the area at scale and with innovative projects. As partnerships develop the groundwork outlined, along with the other elements above will enable a common approach which will encourage investment and project development.

Ambition	Action	*Short, medium term	Resource implications
9. Collaboration	Working across the LLEP area to develop common project areas.	Short/Medium	
	Develop a common understanding of acceptable approaches (e.g. local ownership vs concession)	Short/Medium	
10. Examples and ways of working	Gather examples and case studies of area based approaches to zero carbon	Short/Medium	
	Develop projects which can procure/test elements of area based approaches e.g. FlexD Project looking at governance	Medium	
11. Accessing	Gain an understanding of the scale of opportunity	Short	

finance, funding and developing the pipeline	that attracts finance.		
	Develop an understanding of the different mechanisms and relationships already employed locally. Add to these relationships with funding and finance bodies.	Short and on-going	
	Develop a pipeline of local projects across partners to enable a larger scale view of the opportunities across the LLEP area.	Short/ Medium	

**Next steps**

The above areas of action will put the LLEP in a good place to be able to create a common vision and to develop larger scale projects. Development of these areas of work can be in parallel with the above actions, but not before. The steps that follow will be around creating an investment and project development plan and fostering those long-term relationships with the organisations and businesses that can help us to deliver on the vision.

This work also links into the recovery plan from Covid19. There is a lot of interest in how we ensure that the recovery is a green recovery - as we look at where to invest in order to kick start the economy, we should look at investments in the zero carbon economy. There are two reasons for this – firstly so that we can parallel our recovery with our climate emergency commitments, secondly because these investments make long-term returns and savings. Taking this route will help to decouple greenhouse gas emissions from economic growth.

This green recovery is being talked about at an international level, as well as national. A recently produced report from the COP26 Universities Network (attached with this paper) gives more details on specific areas of development and policy that will support the green recovery, but similar discussions are taking place across other LEP’s and indeed within Leicester/Leicestershire local authorities. The actions outlined above will support the LLEP with work towards this green recovery, and should form part of the work towards local recovery.

# Paper E

PAPER G

LLEP BOARD

6<sup>th</sup> October 2020  
Information Paper



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## BUSINESS GATEWAY BOARD

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### 1. PURPOSE OF REPORT

1.1 The purpose of this report is to update the LLEP Board the work of the Business Gateway Board.

### 2. RECOMMENDATION

2.1 The Board is recommended to:

- i) note the content of the report and associated appendix

### 3. PROGRESS TO DATE

3.1 The Business Gateway Board meets on a quarterly basis but has been meeting on a monthly basis since June. The Business Gateway Board has been reviewing the activities of the Growth hub and providing input into forthcoming initiatives and workplans of the Growth hub.

3.2 Appendix 1 provides an overview of the activities of the Business Gateway which was presented to the Board at the end of August.

3.3 The Business Gateway Board has also received an update on the work of the MIT REAP and will be reviewing the LLEP Recovery Action plan with a particular focus on the Business pillar of the action plan

### Summary of Appendices

- 1. Growth hub presentation

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# LLEP Businesses Gateway Growth Hub

## Support Provision – Aug 2020

Delivered in partnership with:



Part-funded by:

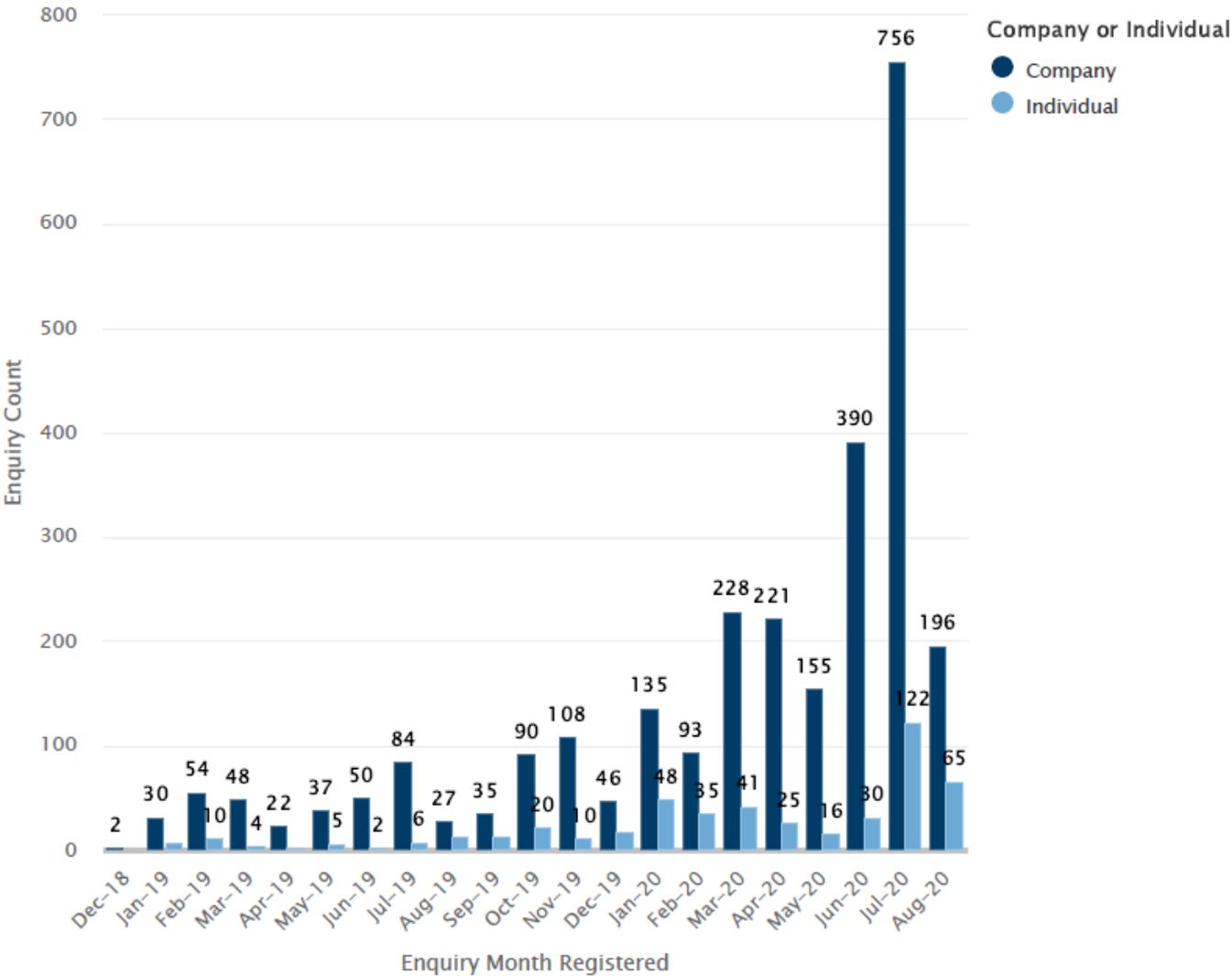


**European Union**  
European Regional  
Development Fund



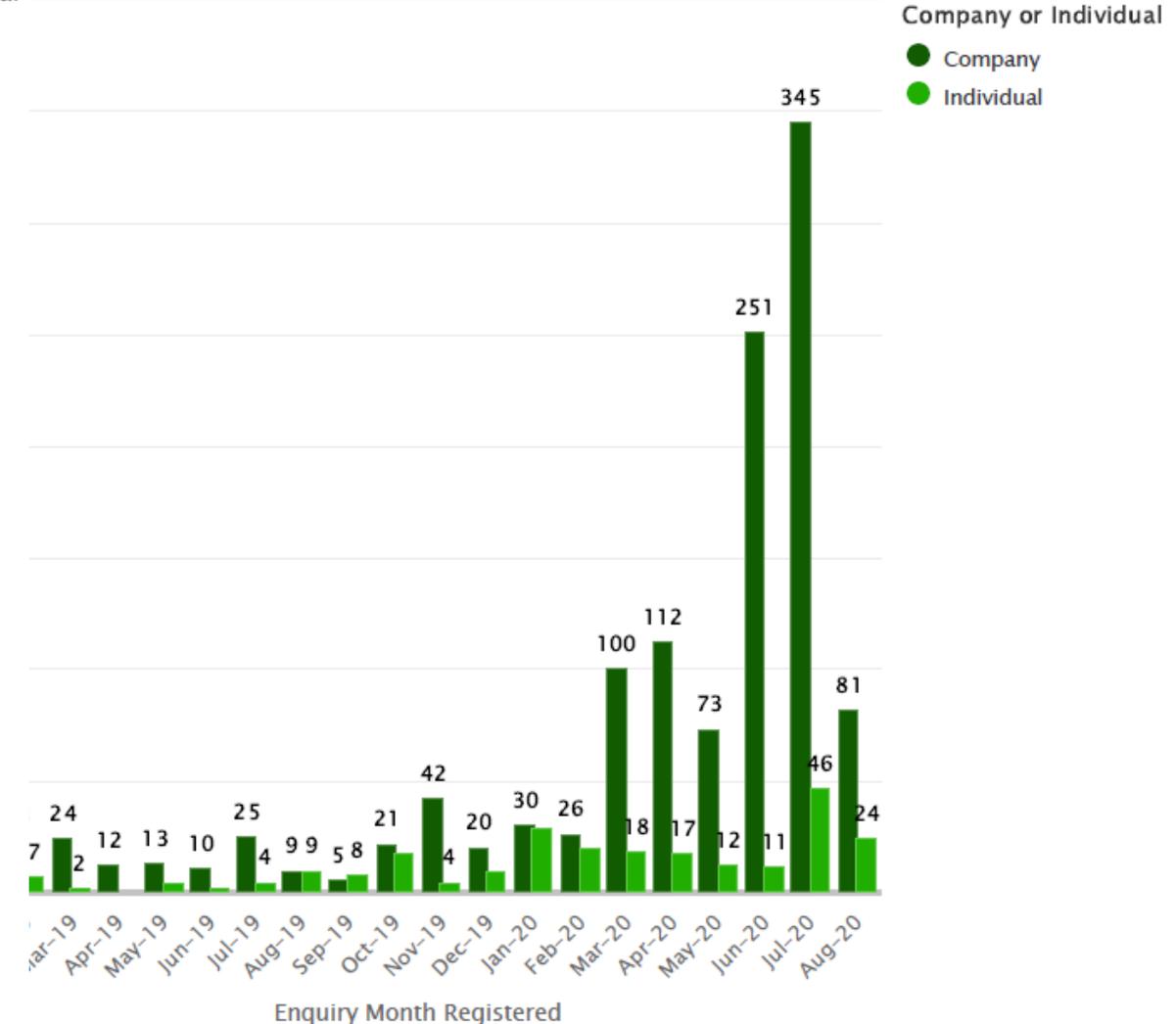
# Enquiries per month

Total No of Enquiries (Company/Individual)



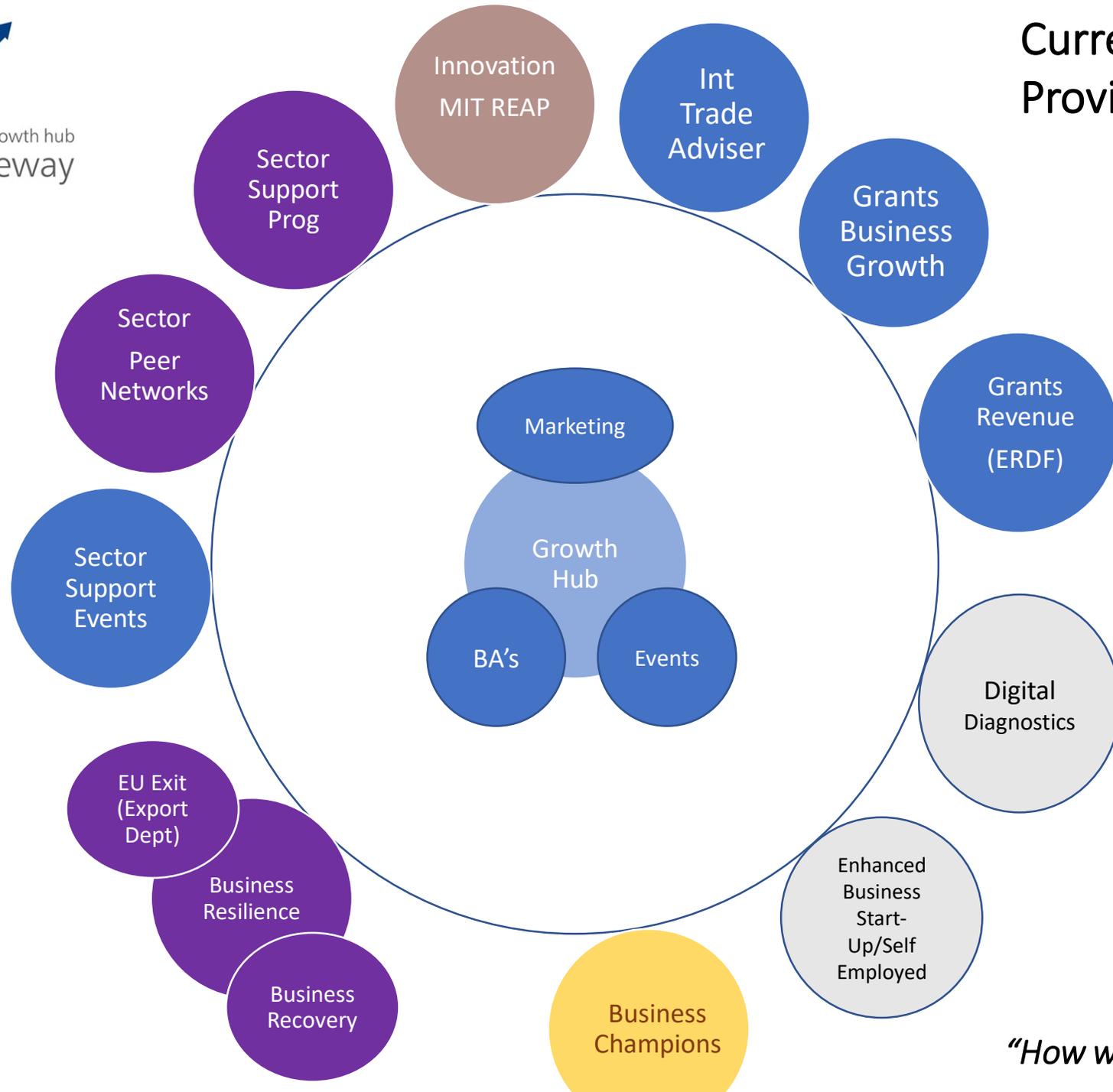
# New Businesses to the Growth Hubs

NEW Companies/Individuals



# Changes to existing Business support Enquiry Types

Current Enquiry Types	New Enquiry Types
Business Planning and Growth	I want help with planning for growth
Finance and Funding	I need to access funding and finance
Pre Start-Up	I want to start a new business
Training Workforce and Skills	I need to train my people/recruit new talent
Digital Skills	I want to do more with technology
Innovation	I want to use innovation to develop a new product or service
Productivity	I want to improve operational efficiency
International Trade	I want to open new markets and explore export opportunities
CoVid 19 Support	I want help with Business Resillience/Covid-19
Premises and Investing	I want help sourcing new premises
Mentoring Programme	I want to work with a Business Champion
NEW ENQUIRY TYPE	I want to reduce costs and be more sustainable
NEW ENQUIRY TYPE	I want help in relation to Brexit/EU Exit
NEW ENQUIRY TYPE	I want to access Peer Networks support



## 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”*

# Growth Hub - Core Support Services

## [Grant Funding – Capital, Business Growth Grants](#)

Grants from £2,000 up to £25,000 are available providing 35% towards the cost of capital projects. Facilitated by Growth Hub Business Advisers

Existing product

## [Grant Funding – Revenue, ERDF 100% Grants](#)

Grants from £1,000 to £3,000, 100% funded. Aimed directly at the impact of Covid-19. Focus on accessing Professional Services e.g. HR, Accountancy and financial advice, legal advice, Marketing support, IT and digital, Health and safety.

2 x Grant Pots, Visitor Economy and Wider Business. Currently in EOI stage, can support up to 180 grants (have 300 EOI's registered)

## Enhanced Business Start-Up/Self Employed

One to One /Events. Aimed at encouraging individuals to become Self Employed

Tender being written – Looking to work with NBV, Princes Trust, Thomas White etc. Expected to be “live” by Oct 2020

## [Business Champions](#)

One to One. Prominent business professionals from Leicester and Leicestershire, offering mentoring advice and support during the coronavirus crisis

Existing products – accessed via Business Advisers

## [Business Resilience Programme \(Growth Hub Cluster\)](#)

One to One / Events. Focus on Business Recovery and EU Exit. Access to subject matter experts. Aims to ensure that businesses are informed and prepared to deal with any challenges that may result from the UK's departure from the EU/help them spot and capitalise upon opportunities that may result

Existing products, accessed via Business Advisers, GH Website

## Growth Hub - Core Support Services . cont

Sector Support Events	One to Many. A comprehensive events programme. Focussing on supporting Textile Manufacturing, Food and Drink, Tourism/VE, Digital and Creatives, Retail sectors. Initially focussing on Covid-19 recovery then migrating to develop future growth and productivity. Delivered by private sector consultants	At Procurement with EMC - Tenders being written – Looking to work with consultant trainers– Launch Oct 2020?
Peer Networks	One to One/Events. Peer Network scheme aim to enhance resilience and recovery from the impact of COVID-19, and enable SMEs to develop their potential for future growth and productivity. Delivered by private sector consultants	At Procurement - Tenders being written – Looking to work with experienced service providers – Launch Oct 2020
Sector Support Prog	One to One/Events. Distinct sector support programmes. Supporting Textile Manufacturing, Food and Drink, Tourism/VE, Digital and Creatives, Retail sectors. Initially focussing on Covid-19 recovery then migrating to develop future growth and productivity. Delivered by private sector consultants.	At Procurement - Tenders being written – Looking to work with sector specific service providers – Launch Oct 2020
Innovation - MIT REAP	Designed to help accelerate economic growth and job creation through innovation-driven entrepreneurship. Resource to define how businesses can be helped to innovate, survive and thrive post-Covid19, and develop a long-term vision of future growth	Existing product, will be enhanced by the services of an experienced Innovation specialist
Digital Diagnostics	One to One. Aimed at providing businesses with an action plan / recommendation report into the adoption of further development of Digital technologies. Delivered by appointed Professional Services Providers	At Procurement - Tenders being written – Looking to work with experienced service providers – Launch Oct 2020
ITA Adviser	One to One advice and support provided by a Growth Hub “embedded” International Trade Adviser	Currently out for recruitment – Expected Launch Oct 2020

## Webinar Programme – August 2020 - <https://bizgateway.org.uk/events/>

Date	Title
21-Aug-20	Brexit - Opportunities & Challenges in Food, Agriculture & Fishing
24-Aug-20	Getting Customers Back - Retail Sector
24-Aug-20	Preventing work-related stress: understand the risk stress presents to you and your employees and techniques to manage it
25-Aug-20	How to Submit an Effective Grant Application
26-Aug-20	Getting started with brand meaning: understanding the importance of maintaining position and purpose
27-Aug-20	Getting Customers Back - Tourism Sector
27-Aug-20	Evaluating your strategy: learn how to capture and communicate your ideas in a straightforward way to maximise engagement
28-Aug-20	Managing change in an uncertain world: understand the drivers for change and the strategies to successfully deal with it -
28-Aug-20	EU Exit - Opportunities & Challenges for Transport and Logistics Businesses

# Webinar Programme – September 2020

<b>Date</b>	<b>Title</b>
02-Sep-20	How to Submit an Effective Grant Application
02-Sep-20	PR - achieving more for less: understanding the public relations possibilities achievable with a limited budget
03-Sep-20	Innovation: Product and Service Innovation
03-Sep-20	Getting started with pricing: learn why pricing is so important and the key pricing concepts you can implement in your business
03-Sep-20	RESTART Programme by Export Dept - Planning Business Recovery
04-Sep-20	Innovation: Process Innovation
08-Sep-20	RESTART Programme by Export Dept - Dedicated 1-1 Support sessions - Planning for recovery
09-Sep-20	How to use the Business Model Canvas: learn about this strategic management and lean start-up framework and how to apply it
09-Sep-20	Innovation: Lead Innovation
10-Sep-20	Getting Started with Small Scale Redundancies
10-Sep-20	How to Submit an Effective Grant Application
11-Sep-20	Fit4HS2 Leicestershire: HS2 Supply Chain Readiness - Supply Chain Opportunities

# Webinar Programme – September 2020

<b>Date</b>	<b>Title</b>
15-Sep-20	Innovation: Introduction to Innovation Sprints
16-Sep-20	How to Submit a Successful Grant Application
16-Sep-20	Getting started with financial business resilience: safeguard your demand and supply chain for a sound financial future
17-Sep-20	How to develop a killer marketing plan for small businesses: learn how to create a marketing plan to meet your objectives
17-Sep-20	Finding Sales Leads for Food and Drink Products
18-Sep-20	TBC - FitH4HS2 Events
22-Sep-20	Getting started with employee empowerment and wellbeing: understand the link between workplace empowerment and employee health
23-Sep-20	Fit4HS2 Leicestershire: HS2 Supply Chain Readiness -Fit for tendering, best practice
23-Sep-20	How to align your purpose and strategy: understand the relationship between personal motivations and business strategy and how to align them for success
23-Sep-20	New Product Development Support – Product Diversification
24-Sep-20	How to have courageous conversations

# Webinar Programme – September 2020

Date	Title
24-Sep-20	Support Webinars - Introduction to UK Food and Drink Labelling Legislation
25-Sep-20	TBC - FitH4HS2 Events
25-Sep-20	How to Submit a Successful Grant Application
25-Sep-20	Using Food As Medicine for Food and Drink Producers
28-Sep-20	Achieving more for less: understanding the marketing possibilities achievable with a modest budget
29-Sep-20	Adapting your strategy in uncertain times: learn about the tools and approaches to help you reflect, review and sharpen your ideas in a VUCA environment
30-Sep-20	How to Submit a Successful Grant Application
30-Sep-20	Product Costing For Food And Drink Products

# About Peer Networks

**Peer Networks is a national peer-to-peer networking programme for SME leaders that want to grow and develop their organisation for future success.**

Delivered locally by Leicester and Leicestershire Business Gateway Growth Hub, we create diverse cohort groups of individuals to collaboratively work through common business issues. Through interactive action learning, we enable participants to discuss their own challenges, gain and reflect on valuable feedback and implement practical solutions to overcome them.

From finance and HR to sales, marketing and more, our expert facilitators give business leaders the flexibility to create a trusted support network that works for them, helping them to build and strengthen their business and improve its overall performance.



# Delivery

Delivered through a series of high impact group sessions, with each cohort led by a trained facilitator.

Running from August 2020 to March 2021.

## **The programme includes:**

- 9 fortnightly sessions over 18 weeks
- Interactive action learning
- Small cohorts
- Flexible topic selection
- One to one support



# Our delivery – 15 Cohorts covering 8 Networks

In alignment with LLEP key sector support and those most adversely affected by Covid-19.

- Tourism and Hospitality x 2
- Digital and Creatives x 2
- Fashion and Textile Manufacturing x 2
- Food and Drink Manufacturing x 2
- Manufacturing/Engineering x 2
- High Growth x 2
- Agriculture x 1
- Retail x 2

**Requirement to identify Service Delivery Partners/facilitators to deliver these on a commercial basis**

# Questions

Delivered in partnership with:



Part-funded by:



**European Union**  
European Regional  
Development Fund

