

The Greater Lincolnshire Local
Enterprise Partnership EU
Structural and Investment Strategy
2014-2020 – GROWTH VISION



GLLEP Vision

Greater Lincolnshire – Economy 2030

Our Mission What we do

The LEP is the catalyst of Greater Lincolnshire's economy for the benefit of people here and as a significant contributor to UK economic growth.

Our Vision Where we want to be

Greater Lincolnshire's economy is diverse and resilient, and has made and continues to make an effective contribution to the UK economy. It provides real opportunities for people to live, work, invest and visit.

What it looks like The Headlines

The right conditions for growth.

Infrastructure that has delivered and sustains economic growth.

There is a successful mix of large multinational retailers and smaller niche shops.

Sustained growth in the strongest key sectors.

UK leader in Rural & Coastal Enterprise.

The Difference How we know we're there

Excellent digital communications and coverage; and a front runner in broadband.

Business-friendly place:
1.Supportive planning system
2.Leader in flood risk & water

Priority sectors are vibrant and growing:
1.Visitor Economy
2.Manufacturing
3.Agri-food
4.Care
5.Ports

Our world class food production and manufacturing sector are recognised for their contribution to the UK.

Traditional market towns make economic and social contributions to residents and visitors alike.

An infrastructure plan that assesses the strategic infrastructure priorities which best support sustainable economic growth.

Strong business to business links and supply chains;

A strong export focus. SME's are flourishing

Businesses in creative industries, leisure and tourism have grown from greater Lincolnshire heritage and natural assets.

The contribution of the retail sector to the visitor economy is fully recognised.

Excellent rail and road links connecting to the region and UK.

University-led research supporting key sectors; effective knowledge transfer and good quality education and skills development.

Renewable energy sector enhances GL's environmental credentials

Rural & coastal businesses support each other through effective networking.

Sufficient housing supply, especially for working age population.

Reliable utilities infrastructure to support growth.

Community values How we want Greater Lincolnshire to work

Growth in Greater Lincolnshire complements and nurtures its distinctive sense of place; and sustains its environment for future generations.

People have a share in prosperity that growth brings; the contributions of a diverse population are recognised; and exploitation is avoided.

Businesses fulfil their social responsibilities and establish their civic roles; and are recognised by communities for their contributions to a prosperous society.

There is a spirit of collaboration between: government and business; local leaders and those that operate from 'the centre'; where trust is valued and adversarial systems are avoided.

GLLEP's five priorities for growth

We have identified five priorities for to meet our vision.

Firstly, the LEP will make real efforts to drive the growth of the three sectors that it has most competitive advantage in.

Our vision is that we will have "World class food production and manufacturing sector are recognised for their contribution to the UK" and that "Businesses in creative industries, leisure and tourism have grown from greater Lincolnshire's heritage and natural assets".

Secondly, the LEP recognises that as well as the sectors in which it has a competitive advantage, it has other strong sectors like care and ports/logistics but also emerging opportunities around low carbon and small business. Some of Lincolnshire's most important businesses are foreign-owned, and the LEP is keen to help foreign owners to take investment decisions that benefit our area.

Our vision is that we will have "Priority sectors that are vibrant and growing", "Strong business to business links and supply chains", "A renewable energy sector that enhances greater Lincolnshire's environmental credentials", and "A strong export focus".

Thirdly, the LEP recognises that its sectors must not stand still –they must adapt for the future through higher level skills, innovation, and advanced technologies.

Our vision is that we will have "University-led research supporting key sectors; effective knowledge transfer and good quality education and skills development" backed up by "Excellent digital communications and coverage; and a frontrunner in broadband".

Fourthly, the LEP recognises the importance of Lincolnshire's place, transport infrastructure to connect us with national and international markets, heritage/environment, and communities as a place for sustainable growth.

Our vision is that we will have "An infrastructure plan that assesses the strategic infrastructure priorities which best support sustainable economic growth", "Excellent rail and road links connecting to the region and the UK", "Traditional market towns make economic and social contributions to residents and visitors alike", and "The contribution of the retail sector to the visitor economy is fully recognised".

Fifthly, and finally, the LEP recognises the opportunities that Lincolnshire offers to new residents and it will support housing growth and promote the county effectively.

Our vision is that we will have "Sufficient housing supply, especially for the working age population".

The next section explains the detail of how we will deliver these priorities, and identifies which ERDF or ESF measures will support them.

Please also refer to the spreadsheets in the technical appendices which show how the measures in the EU programme relate to the priorities and sub priorities.



Action to support our sectors with competitive advantage

Firstly, the GLLEP will make real efforts to drive the growth of the three sectors that it has most competitive advantage in. Delivering these strategic priorities will be our no 1 objective. We have established private-sector led partnerships to drive forward our plans in each of these three sectors.

Our vision is that our:

- "World class food production and manufacturing sectors are recognised for their contribution to the UK"
- "Businesses in leisure and tourism have grown from greater Lincolnshire's heritage and natural assets".

Agri-food:

To support this sector the emphasis of EU funding is anticipated to use Thematic Objectives 1 (Innovation), 2 (ICT), 3 (SME Competitiveness), 4 (Low Carbon), 5 (Climate Change), 6 (Environmental), 7 (Sustainable Transport), 8 (Employment) and 10 (Skills)

As consumer demands change, our agri-food businesses will need to have secure supplies, innovative approaches in production and people capacity to meet customer demand, and will need to enter into new markets. We already have a strong sector and provide strong support to the sector, for example through the National Centre for Food Manufacturing and the Humber Seafood Group, and we will build on this further both to the benefit of local businesses and to national businesses too. The GLLEP will ensure that the sector – and support into it – is fully integrated.

We will strengthen Greater Lincolnshire's already recognised role as a centre of excellence in food production. Our agri-food businesses will be helped to implement the latest technologies, get into new markets, improve skills, and have the right economic infrastructure for their growth.

We know that managing water resources is critical to the growth of the agri-food sector. This includes improving water quality and storing water during times of flood for us during drier periods. Managing these resources will require a joint approach between agri-business, water companies, Internal Drainage Boards, and the Environment Agency. We will champion this work with a view to improving business conditions for our own businesses and building up knowledge that can be used for national and international purposes.

Manufacturing:

To support this sector the emphasis of EU funding is anticipated to use Thematic Objectives 1 (Innovation), 2 (ICT), 3 (SME Competitiveness), 4 (Low Carbon), 5 (Climate Change), 6 (Environmental), 7 (Sustainable Transport), 8 (Employment) and 10 (Skills)

The manufacturing sector continues to change. Innovation (and subsequently skills), stronger supply chains, and entrance into new markets are all areas that our manufacturing businesses need to remain on top of.

We will establish a world-class manufacturing strategy which provides the infrastructure for economic growth, increases skills, and attracts new employees to the area. In particular, we will drive up demand for the knowledge and skills which will subsequently help manufacturing businesses to adapt new technologies and create new products.

Visitor economy:

To support this sector the emphasis of EU funding is anticipated to use Thematic Objectives 1 (Innovation), 2 (ICT), 3 (SME Competitiveness), 4 (Low Carbon), 5 (Climate Change), 6 (Environmental), 7 (Sustainable Transport), 8 (Employment) and 10 (Skills)

Tourism is seen as one of the sectors that can help drive economic growth within a destination. Of particular interest to local authority partners is the role tourism plays in influencing the overall quality of life of residents and for the wider local economy:

- By strengthening the visitor economy, services enjoyed by local people, such as restaurants, attractions, arts and entertainment will benefit. Making an area more attractive to live will help in attracting and retaining skilled staff and managers to those areas.
- Looked at the other way, actions directly aimed at making somewhere a better place to live and work will also make it a more appealing place to visit.
- Strengthening and promoting the image and awareness of a destination and the services available can be highly important in attracting new business and investment across all sectors.
- Tourism has demonstrated its ability to stimulate growth in jobs and is a relatively accessible sector in which to start a new business.

- The health of tourism related businesses can be very important to other parts of the local economy who supply them, such as food producers, maintenance services etc.

A private sector led working group has identified that our visitor economy is based around:

- *coast*
- *city*
- *countryside/heritage*
- *food*
- *aviation products*

We have products that are nationally significant, such as Lincoln Cathedral, Skegness Cleethorpes and the east coast, the Lincolnshire Wolds AONB, a range of quality food and drink, and the history of many Royal Air Force bases. The £20m redevelopment of Lincoln Castle, to be opened in 2015, and a series of significant investments in private sector tourist attractions and accommodation show the level of our investment and ambition for the sector. However, there is more to do to retain our competitive advantage.

We will continue to increase the range of tourist attractions, supporting the implementation of at least a further 5 developments of a national scale, and we will work with the private sector to increase the range of accommodation in the county. Our web-based promotion of Greater Lincolnshire will be the best in the country, and we will actively work to co-ordinate tourism partnerships so that people visit large parts of the county when they come here. ***Our ultimate aim is to double the value tourism generates to the local economy.***

Action to support emerging sectors and businesses

Secondly, the GLLEP recognises that as well as the sectors in which it has a competitive advantage, it has other strong sectors like care and ports/logistics but also emerging opportunities around low carbon and small business. Some of Lincolnshire's most important businesses are foreign-owned, and the LEP is keen to help foreign owners to take investment decisions that benefit our area.

The LEP recognises that as well as the sectors in which it has a competitive advantage, it has other sectors which are strong and could be developed to provide a competitive advantage in the future such as Care and emerging opportunities around low carbon and small business. Some of Lincolnshire's most important businesses are also foreign-owned, and the GLLEP is keen to help foreign owners to take investment decisions that benefit our area.

Whereas we will adopt strategies for each of the three sectors in which we have most competitive advantage (as set out in the previous section), the majority of the actions in other sectors and types of business are similar and our emphasis will be on linking these actions together so that added value and critical mass can be achieved. We will, however, identify a small number of specific actions where the LEP's input can make a significant difference.

Our vision is that we will have:

- "Priority sectors that are vibrant and growing"
- "Strong business to business links and supply chains"
- "A Renewable energy sector that enhances Greater Lincolnshire's environmental credentials"
- "Rural and coastal businesses support each other through effective networking"
- "A strong export focus"
- "SMEs that are flourishing"

Ports and Logistics

To support this sector the emphasis of EU funding is anticipated to use Thematic Objectives 1 (Innovation), 4 (Low Carbon), 7 (Sustainable Transport), 8 (Employment)

The Humber Ports and in particular Grimsby and Immingham and the proposed Able UK port related developments are significant to the future growth agenda pursued by both Greater Lincolnshire LEP and the Humber LEP. Experiencing year on year growth the Humber ports handled 79.8m tonnes of cargo in 2011, 57.2m of which was via Immingham and Grimsby, making it the largest UK port complex by volume handled and the fourth largest in Northern Europe.

In addition to import/export related activities (which includes the chemicals and automotives sectors), the port underpins the agri-food sector for north of Greater Lincolnshire and provides a unique source of competitive advantage for the developing environmental technologies sector. Greater Lincolnshire also includes the port of Boston. The area benefits from being on the key north-south road and rail link (A1 and East Coast Main Line) as well as Humberside Airport.

Consignments handled across the Humber are varied and include bulk liquids, bulk raw materials, unitised Roll on Roll off (RoRo) and Lift on Lift on (LoLo) traffics, cars, forest products and general cargoes. Equally varied the Humber represents a Global gateway to Europe, Iceland, Scandinavia, Norway, USA and Russia and the rest of the world via feeder services. UK centric, the ports are connected via the motorway network and M62 corridor allowing goods to be delivered to 75% of the UK's population within a four hour transit time.

Moving forward, there are significant opportunities to develop the ports and logistics sector including:

- support for strategic infrastructure projects including rail gauge enhancements and the development of new freight services
- adding value to current operations through growth of the area's port-centric logistics offer
- skills development.

Care:

To support this sector the emphasis of EU funding is anticipated to use Thematic Objectives 2 (ICT), 3 (SME Competitiveness), 8 (Employment) and 10 (Skills)

A main challenge facing the health and care sector is to meet increasing demand for services, whilst operating with constrained resources. This sits alongside rising

demand for health and care services from a growing, ageing and more demanding population, which is increasingly adopting unhealthy lifestyles.

We will support businesses within the care sector to be stronger and thereby to deliver better services. However, as demands change then we believe that there will be significant opportunities for businesses to innovate – essentially as an incentive for innovation in technology and construction and as test bed for this innovation.

The Greater Lincolnshire LEP will champion schemes that benefit from us having an ageing population by driving innovation in technology and construction.

Low carbon:

To support this sector the emphasis of EU funding is anticipated to use Thematic Objectives 1 (Innovation), 3 (SME Competitiveness), 4 (Low Carbon),6 (Environmental), 7 (Sustainable Transport) and 10 (Skills)

The LEP's vision is for the renewable energy sector to enhance GL's environmental credentials, thereby creating a Green County.

There's significant scope for Greater Lincolnshire to develop and thrive within a low carbon economy. By encouraging and facilitating our businesses to reduce waste throughout their processes and become resource efficient, we will help them to build resilience to outside pressures of fluctuating resource and raw material costs, thereby promoting and realising sustainable economic growth. Our key sectors of Agri-food and Manufacturing are particularly susceptible to fluctuation in resource and raw material costs.

There are also significant opportunities for Greater Lincolnshire businesses to become part of the low carbon supply chain due to increased take up of resource efficient and renewable technologies, the growth of energy crops and the opportunities presented by the South Humber and East Coast offshore projects.

The area stands on the brink of an unprecedented level of investment in offshore wind capacity. Over the next decade, at least 5GW of capacity could be installed off the Yorkshire/Lincolnshire coasts. The proximity of three major Round 3 offshore sites in the southern North Sea (Dogger Bank, Hornsea and East Anglia) creates a significant opportunity to attract large scale investment in wind turbine component manufacturing and pre-installation assembly facilities to the Humber area. This includes both large structural components (e.g. foundations, towers, nacelles, hubs and blades), gearboxes and electrical equipment. It has been forecast that up to 3,300 direct gross FTE jobs¹ could be created in component manufacture and pre-installation assembly.

¹ Humber Sub-Regional Renewable Energy Sector Skills and Training Study, Parsons Brinckerhoff for East Riding of Yorkshire Council, January 2012

In North Lincolnshire, Able UK has developed proposals for a Marine Energy Park (AMEP) at Killingholme to provide a multi-user facility for the manufacture, storage, assembly and deployment of offshore wind turbines and their associated supply chains. The project will offer almost 1,400 m of new, heavy duty deep water quays and 367 hectares (906 acres) of land for offshore wind-related development and could offer a number of economic benefits through the co-location of businesses across the supply chain. In August 2013, Minister for Transport Norman Baker confirmed that the Government is minded to approve the Development Consent Order for the project, subject to further clarification of matters relating to the Habitats and Species Regulations 2010 and local rail access.

Moving forward, GLLEP will work with the Humber LEP, UK Trade and Industry, the Manufacturing Advisory Service and other key partners to:

- raise awareness of supply chain opportunities in offshore wind manufacturing, assembly and installation and provide information on project delivery timeframes and tender opportunities
- build the capacity and capability of Greater Lincolnshire manufacturing and engineering firms to compete effectively for supply chain opportunities, including efforts to strengthen collaboration between businesses across the supply chain.

The Greater Lincolnshire LEP will support projects that help businesses to increase their competitiveness, increase collaboration, stimulate the need for/interest in renewable technologies, and promote opportunities for the green supply chain.

Small business:

To support this sector the emphasis of EU funding is anticipated to use Thematic Objectives 1 (Innovation), 2 (ICT), 3 (SME Competitiveness), 8 (Employment) and 10 (Skills)

Many of the county's small businesses are not in the LEP's priority sectors but with support they will grow and prosper. We have identified that small businesses are unsure of where to go for advice, require help to get into new markets including public contracts, and struggle to attract finance. The government's "growth hub" proposals will provide use with the ability to focus this work to the benefit of local business, and the local Federation of Small Business is keen to promote the concept of a One Stop Growth Shop for small and micro businesses.

Access to finance is a particular problem in Greater Lincolnshire because of our low GVA and levels of available finance –we are often described as "capital rich, revenue poor". However, finance is available both through bank lending and through other forms such as equity/angel sources. The challenge is to raise small businesses'

awareness of the opportunities available to them and their ability to present persuasive cases for the funding.

In particular, the Greater Lincolnshire LEP will make Lincolnshire businesses the best informed in the country so that they can take strategic decisions based on sound, impartial information. The Greater Lincolnshire LEP will also increase businesses' ability to attract growth finance through better information, and access to what is available.

Foreign ownership:

To support this sector the emphasis of EU funding is anticipated to use Thematic Objectives 1 2 (ICT), 3 (SME Competitiveness) and 10 (Skills)

Our strategic partner in this work is UK Trade and Investment (UKTI).

UKTI and the GLLEP are currently has 70 foreign owned businesses on its Account Management list and we will need to continue to develop business relationships with all these companies as well as identifying other foreign owned businesses in the GLLEP area. It is important to note that over 70% of all new investments come from investor development, i.e. FDIs that are already in the local area. Foreign owned businesses are relatively few in the area but they make a significant difference to the economy.

The foreign owners of businesses based in Greater Lincolnshire will be made aware of the benefits of being here and a "Can do" approach to supporting their development will be taken. This will include us building on our already strong account management approach, backing it up with initiatives that will help those businesses to grow here in Greater Lincolnshire. These are likely to include support for product innovation, tailored skills provision, and supply chain development.

The Greater Lincolnshire LEP will nurture and support the foreign owned businesses in the area so that they commit to investing and growing locally.

Actions to help Greater Lincolnshire adapt to the future

Thirdly, the GLLEP recognises that its sectors must not stand still –they must adapt for the future through higher level skills, innovation, and advanced technologies.

Our vision is that we will have:

- "University-led research supporting key sectors; effective knowledge transfer and good quality education and skills development"
- "Excellent digital communications and coverage; and a frontrunner in broadband"

Skills:

To support this sector the emphasis of EU funding is anticipated to use Thematic Objectives 8 (Employment) 9 (Social inclusion) and 10 (Skills)

Skills development has been described as a priority by all of the sectors and areas that we have analysed. Our strategic partner, the Lincolnshire and Rutland Employment and Skills Board, leads a series of initiatives that fill gaps in national provision and seeks to influence provision so that it meets the needs of employers. Our partners at the Humber LEP have recently published the findings of a business-led Skills Commission which has identified a number of common cross-LEP themes, including careers advice and sector skills.

-But there is more to do, and the Greater Lincolnshire LEP will support the Employment and Skills Board in delivering a significantly increased range of activity in this arena.

The Lincolnshire and Rutland Skills Plan explains these points in more detail. However, in particular, there is a need for skills provision to directly meet the needs of the local economy –now and as it grows into the future. This is a complex issue which combines (i) influencing the DWP family through advocating Lincolnshire's needs with (ii) helping companies to plan and articulate their skills needs and (iii) making good quality information about growth and jobs available to individuals and parents so that they can take informed choices.

We are also receiving anecdotal evidence from employers that many employees without qualifications have good practical skills but no accreditation of them, and a lack of basic literacy and numeracy can mask those practical skills thus holding back opportunities for individual and employer alike.

We are working with partners to identify and prioritise the long-term skills needs of our key manufacturing and engineering employers and other key sectors. Where possible, solutions will be employer-driven, building on successful initiatives

including the Centre for Assessment of Technical Competence Humber (CATCH) which is an important focus for engineering skills in northern Lincolnshire.

Because of Lincolnshire's large geographical area, a concerted effort needs to be made to ensure that the right education and training premises are available, and by providing good quality facilities this will in turn have the effect of making training more attractive to businesses and individuals.

The Greater Lincolnshire LEP will champion skills development in Lincolnshire, making it a number 1 priority for employers, providers, and individuals alike.

Innovation:

To support this sector the emphasis of EU funding is anticipated to use Thematic Objectives 1 (Innovation), 2 (ICT), 3 (SME Competitiveness)

Innovation is vital for growth, but it's not just about advances in science and technology. An innovation is the implementation of a new or significantly improved product (good or service), or process, or marketing method, or new organisational method in business practice, workplace organisation or external relations. The minimum requirement for an innovation is that it must be new (or significantly improved) for the organisation. The GLLEP sees innovation, Research and Development, as an important theme for all its sectors.

On average, firms that create a culture of innovation development and delivery have four times the sales growth of non-innovating firms in the same sector. 27% of UK labour productivity growth is directly attributable to private investment in innovation with spill-over benefits generating a social return of a further 20-50% (BIS).

Over the last 10 years significant investment has been made by key stakeholders directly and indirectly, through levered investment of public funding. This has resulted in a physical architecture (e.g. innovation, incubation and leadership & management centres) and a knowledge legacy through major support programmes.

There is continued activity and investment directly (e.g. projects connected to education institutions etc.) and indirectly (e.g. the Regional Growth Fund, with grant secured directly by companies and programme funding too).

Innovation has inherent risks, with access to shared resources and funding GLLEP and businesses will be able to minimise these challenges. In an economic environment with constrained resources we must 'sweat' these assets and knowledge to ensure maximum value and return on any future investment. If we are to drive innovation the stakeholders must collaborate innovatively, exploring different mechanisms to partner, jointly commission and pool resources effectively. We will collaborate on innovation not just within the GLLEP area, but with other LEP partners to effectively lever both national and regional schemes.

We have developed our approach to innovation in accord with EU guidance on Smart Specialisation, driven by analysis of our knowledge/research and development assets, sectoral strengths and competitive advantage. This approach cuts across all five GLLEP objectives and underpins our strategy for EU funding over the 2014-2020 period. Our strategy builds firmly on the principles established through the EU RIS3 model, focusing on

- Choices and Critical mass
- Competitive Advantage:
- Connectivity and Clusters
- Collaborative Leadership

The Greater Lincolnshire LEP will substantially raise levels of innovation by raising awareness, improving levels of support and access to it, and building strong relationships between the Research and Development services of Higher Education and the local economy.

Advanced telecommunications:

To support this sector the emphasis of EU funding is anticipated to use Thematic Objectives 1 (Innovation), 2 (ICT), 3 (SME Competitiveness)

The roll-out of super-fast broadband is very welcome, and it will lead to substantial opportunities for local business.

We will need to ensure that super-fast broadband is available throughout the Greater Lincolnshire area. In addition to this, though, we will provide the conditions for companies to use super-fast broadband. This includes advice for businesses on all aspects of broadband, but also availability of research and development and cloud/data centres.

We will also lobby for substantially better mobile phone coverage.

Actions to build on Greater Lincolnshire's strength of place

Fourthly, the GLLEP recognises the importance of Lincolnshire's place, transport infrastructure to connect us with national and international markets, heritage/environment, and communities as a place for sustainable growth.

Our vision is that we will have:

- "An infrastructure plan that assesses the strategic infrastructure priorities which best support sustainable economic growth"
- "Excellent rail and road links connecting to the region and the UK"
- "Traditional market towns make economic and social contributions to residents and visitors alike"
- "The contribution of the retail sector to the visitor economy is fully recognised"

We know that there are substantial core strategies in place, and these are mentioned in an appendix to the growth plan. However, the LEP needs to focus on where it can help to make a difference.

The Greater Lincolnshire LEP will lead a series of inter-connected activities that will provide excellent conditions for business growth.

Transport: Using transport to unlock growth and overcoming transport bottlenecks. The greater Lincolnshire transport infrastructure provides a good opportunity to link the county into regional, national, and international markets as well as opening up areas for strategic development.

Our strategic partner, The Greater Lincolnshire local transport board, has identified that the transport priorities for economic growth should be:

- a direct London to Lincoln rail link
- Lincoln East West Link
- Lincoln Eastern Bypass
- Grantham Southern Relief Road,
- Spalding bypass.

In North/North East Lincolnshire, which is covered by a separate Local Transport Body, agreed transport priorities include works to the A180 at Cleethorpes and Great

Coates; rail gauge enhancements between the South Humber Ports and Doncaster and access improvements to Humberside Airport.

Increasing investor confidence –flood management to provide confidence to investors. Because of its topography, Lincolnshire is vulnerable to both fluvial and tidal flooding, and this situation has led to high insurance levels and a reluctance/inability to invest in certain areas. Managing flood risk is a costly and complicated activity, involving a series of partners especially the upper tier authorities, Environment Agency, and Internal Drainage Boards amongst others. Despite being costly and complicated, the Greater Lincolnshire LEP sees flood management as very important and we will both champion the issue nationally and will support the local delivery of schemes that protect economic assets from flooding.

Better utilities: experience has shown us that investments can stall due to the limited availability of utilities and the relative cost of upgrading them. We believe that part of this is a commercial equation, and that part of it is about a stronger dialogue between the utility companies and local areas. The Greater Lincolnshire LEP will take a strong role in that dialogue with utility providers in order to better make Lincolnshire's case for investment in utilities.

Improving conditions for retailers: retail is an important part of the economy and it is changing, most notably in terms of the role that high streets play in relation to internet shopping. Nonetheless, shopping areas like Freshney Place (Grimsby), Marshall's Yard (Gainsborough), Lincoln High Street are all thriving and show that private sector investment has a strong impact on the retail sector and on the area as a whole. The Greater Lincolnshire LEP will support local authorities and others in establishing the right conditions for our retailers to adapt for the future, both on and off the high street.

Increasing investor confidence –especially enhancing the role our market towns play in making Lincolnshire a recognisable and attractive place: Lincolnshire has a network of attractive market towns. Each can play a strong role both in attracting visitors and investors, and in providing good quality services to its residents. Our distinctive market towns are part of what makes Lincolnshire the place that it is. However, changing retail patterns, ageing townscapes, modern

communications and infrastructure all mean that it is vital to help our market towns to adapt to the future so that they continue to contribute to the county's identity. The Greater Lincolnshire LEP will support partners in maintaining the vitality of our market towns.

Environment:

To support this sector the emphasis of EU funding is anticipated to use Thematic Objectives 4 (Low Carbon), 5 (Climate Change), 6 (Environmental)

The 'business' of protecting the natural environment is a growth sector in its own right - in 2010 it was the third largest Third Sector group with an annual turnover of £54 million². This figure rises to over £91 million if GVA, induced and indirect impacts are included³. The Woodland Trust, based in Grantham, had a turnover of £17.3 million in 2000 and this has nearly doubled to £32 million in 2012. Similarly, the Royal Society of Wildlife Trusts, which was based in Lincolnshire until 1999, now has a turnover of £28 million, from its new headquarters in Newark.

In the same way that we see the ageing population as being positive, ie as a way of driving the growth of the care sector, we see that we can build on the strong environmental credentials of the county in order to drive growth. Our strategic partner is the Lincolnshire Nature Partnership. In particular, we will become a leader in agricultural innovation through technologies that reduce inputs, establish environmental tourism more strongly, facilitate a change in perception about Lincolnshire's natural environment, skills based learning in the environmental sector, and creation of wild spaces and connected ecological networks.

The Greater Lincolnshire LEP will use its natural environment to drive economic growth.

Communities:

To support this sector the emphasis of EU funding is anticipated to use Thematic Objectives 2 (ICT), 7 (Sustainable Transport), 8 (Employment), 9 (Social Inclusion) and 10 (Skills)

Greater Lincolnshire has pockets of deprivation both in its city and towns, and in its rural communities. Solutions to tackling deprivation need to be delivered at community level. 25% of Super Output Areas (SOAs) in North East Lincolnshire are in the most deprived SOAs in England, and 13% of North Lincolnshire SOAs.

Similarly, our communities have the opportunity and ambition to deliver services locally, and this will lead to social enterprise and local job opportunity.

In particular, we see community input as learning and skills, community hubs and local delivery, and capacity support for new ways of delivering services. Our strategic partner is Involving Lincs.

The Greater Lincolnshire LEP will support community solutions to overcoming social inclusion and delivering services locally.



Actions to build on our housing growth

Fifthly, and finally, the LEP recognises the opportunities that Lincolnshire offers to new residents and it will support housing growth and promote the county effectively.

Our vision is that we will have:

- "Sufficient housing supply, especially for the working age population"

Housing:

To support this sector the emphasis of EU funding is anticipated to use Thematic Objectives 4 (Low Carbon), 6 (Environmental), 7 (Sustainable Transport), 9 (Social Inclusion)

Lincolnshire is committed to housing growth and will plan for the delivery of **78,000** dwellings up to 2031. The housing will be concentrated in the main urban centres of the county but will also allow for considerable growth in selected service villages in rural areas. Over half the housing growth will be located in Central Lincolnshire with one quarter (18,800) of the homes in the Lincoln area alone. This concentration is crucial for supporting Lincoln as the main economic driver in the county. The volume of housing to be provided is important in meeting identified need and expected demand.

In North East Lincolnshire, the link between economic prosperity and housing growth/quality of place is firmly understood and NELC is considering options for future housing growth as part of its emerging Local Plan.

The number of dwellings to be delivered is very high, and it will take a concerted effort to be achieved. This will require action in each of the following areas:

- Adopting a "can do" approach with developers, based on high levels of allocated land
- Support to construction sector including training
- New approaches to rented accommodation
- Joined up approach to developer contributions
- Affordable housing
- Agglomeration benefits
- Retail and leisure
- Waste and minerals

- Individual housing –new approaches to individualistic developments

The Greater Lincolnshire LEP's role in housing will be to support effective delivery, in particular through assisting developers and local authorities to work together and bring developments into place quickly. This might include supporting investments that will 'kick start' broader schemes. This will be especially important in those areas that will see accelerated economic growth due to sector based initiatives.

The Greater Lincolnshire LEP will support the effective delivery of high levels of housing in Greater Lincolnshire.

Promotion:

To support this sector the emphasis of EU funding is anticipated to use Thematic Objectives 3 (SME Competitiveness), 9 (Social Inclusion) and 10 (Skills)

Most businesses that we visited during this exercise asked the LEP to promote Greater Lincolnshire more widely. This was partly in order to attract qualified staff to the county, partly to help them to get into new markets, and partly to provide a local identity that they can associate their products with. At the same time, many people nationally and internationally are unaware of the location and nature of Greater Lincolnshire. The quality of life of Greater Lincolnshire is attractive to potential residents and investors alike.

There is a strong role for both the public and private sectors in promotion, and the LEP will take a leading role in co-ordinating promotion and establishing new approaches that raise Greater Lincolnshire's profile. There are a number of nationally important schemes and activities that the LEP can use to market Greater Lincolnshire, and the LEP will make the most of telling those stories in order to gain recognition.

The Greater Lincolnshire LEP will substantially increase levels of promotion of the area in order to reduce recruitment problems, and provide new market opportunities for its businesses.