



# DRIVING ECONOMIC GROWTH

FOR GREATER LINCOLNSHIRE

ANNUAL REPORT  
2019-20

“Since 2010 we have been working with partners delivering transformational infrastructure, business support, and critical skills projects and programmes, resulting in strong foundations to drive prosperity...”

# FOREWORD FROM THE CHAIR

The changes which we have all recently experienced will have a lasting impact on every aspect of our work and life. As the health and economic impact of Covid-19 continues to unfold, we have been rapidly adjusting our delivery and programmes to support the business community.

The Greater Lincolnshire LEP remains at the forefront of work underway to ensure that local businesses have access to the support and advice they need. Our expert advisers speak directly to business owners, helping to protect our key sectors, sharing intelligence with government and helping frontline services source supplies, and a significant volume of LEP resource and time has been redirected towards supporting the local and national Covid-19 response.

However, our plans to deliver inclusive growth across Greater Lincolnshire remain. We continue to work with all partners locally towards the targets in our economic strategy and the emerging Local Industrial Strategy. Within the pages of this Annual Report, we are proud to highlight some of the work we have undertaken this year across our strategic themes and I am particularly proud that our first-class business support continues to deliver tangible support across Greater Lincolnshire. Our website [www.greaterlincolnshirelep.co.uk](http://www.greaterlincolnshirelep.co.uk) gives more information about how we make our decisions, showcases our work, and hosts details of all decisions and meetings.

Following Ursula Lidbetter stepping down as Chair after 9 years' service, I became Chair of the LEP in March 2020. I want to take this opportunity to publically thank Ursula for her time and commitment to the LEP since the start, and to thank directors, past and present for their unwavering vision, drive, passion, time and commitment.

We are proud to be supporting businesses across Greater Lincolnshire during this challenging time, and thank you - our partners, for your continued support.

**PAT DOODY**

Chair | Greater Lincolnshire LEP



# STATEMENT FROM THE CHIEF EXECUTIVE

I would like to thank the Directors of the Board, the staff, and our numerous partners and stakeholders involved in responding to the Covid-19 crisis, and in making huge strides in driving forward economic growth over the last year, and across our first decade, to improve the opportunities and enhance the life choices for the people of Greater Lincolnshire.

I would also like to offer our thanks to our outgoing Chair, Ursula Lidbetter MBE, who served from 2010-2019, for her extraordinary contribution and commitment to Greater Lincolnshire's economic prosperity. Thanks also go to David Dexter and Herman Kok for their long and significant contributions on the Board.

We are transforming the economy by securing funds from government to help businesses to grow and prosper. Many projects have completed or remain on track to complete, and we have successfully delivered against the numerous objectives in our Annual Delivery Plan. During the year we have also campaigned on behalf of Greater Lincolnshire for an enhanced focus on further education and employers in the education sector, more investment into broadband, and a stronger focus on coastal towns. We are very proud of the groundbreaking work we are undertaking to cement Lincolnshire's reputation for food processing and automation, and have ambitious aspirations to become the national, if not a global lead for this from the heart of England's largest food chain, here in Greater Lincolnshire.

Promoting our region's strengths and global offer is key to our vision to attract the necessary investment, people and businesses which our region deserves. The LEP Board is business-led and comprises highly committed and experienced leaders from the private sector, public

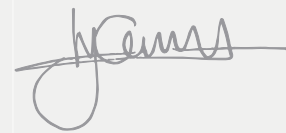
sector and education. Their role is to strategically guide and advise the executive team and to ensure the right focus on activities to drive the economy and to remove barriers to growth for business.

As we begin to understand the impact and challenges unfolding, some of the big strategic plans we have been focusing on are being reshaped but we remain confident that we have already identified the best interventions, projects, and funding, and that by accelerating many of these through recovery plans, we can begin to reverse negative economic shocks as quickly as possible.

We have been deepening our civic and economic engagement across the year and working to remove barriers to achieving economic performance, and to communicate coherent economic benefits to our communities, businesses, and visitors. All communities will benefit from the competitive advantages arising, and local diversity is being actively embraced. To fully harness the diversity opportunities locally, this year we committed to working towards tangible change with a Diversity Champion Director in place to drive this.

A collaborative effort is needed to continue to raise the profile of our economic, natural, and social capital. We have in place an enviable network of partnerships and relationships built between private and public sectors, educators and innovators,

government and MPs, and can demonstrate unique opportunities across many established and new sectors. We recently welcomed fully both North and North East Lincolnshire into the LEP family, alongside Rutland, all three bringing with them additional and exciting opportunities through the clean energy, petrochemical, and tourism sectors, and are confident that we can continue to bring the best opportunities to our businesses, residents and young people.



**RUTH CARVER**

Chief Executive  
| Greater Lincolnshire LEP



# THE LEP BOARD

Our board is business-led. It is made up of highly committed leaders from the private, public and education sectors, and their role is to guide and advise the executive team to ensure a focus on our vision.

The board is required to approve significant and strategic decisions, such as the annual budget, business plan, and economic strategy. It also has responsibility for risk and performance. Our directors give their time voluntarily to support the LEP and the economy of Greater Lincolnshire. Agendas, papers, policies and all governance supporting documents can be found on our website at [www.greaterlincolnshirelep.co.uk/about/corporate-governance](http://www.greaterlincolnshirelep.co.uk/about/corporate-governance).

More information about how the LEP operates can also be found in our **Local Assurance Framework (LAF)**, which details how the board is formed and governed, how our decisions are made, and how our programmes are funded and managed. The LAF also provides our Accountable Body and HM Government with the assurance and transparency that the LEP is operating robustly, honestly, and securely.

## OUR PURPOSE

// ...to lead and influence economic stability and growth, job protection and creation, and prosperity across the Greater Lincolnshire, covering Lincolnshire, North Lincolnshire, North East Lincolnshire, and more recently, Rutland."

## OUR MISSION

// ...to reposition Greater Lincolnshire's profile and reputation, nationally and globally. Connecting people, places, businesses and ideas to transform our economy, securing investment in infrastructure and skills to create more jobs and enable rewarding careers."

# KEY ACHIEVEMENTS

Our projects and programmes are designed to deliver economic growth and support to the businesses across Greater Lincolnshire.

These highlights paint a picture of LEP achievements through our programmes and investments during 2019/20 and since programmes began. Regular updates on delivery are presented to our board and you can follow progress and view all our Board agendas and papers on our website [here](#).

## PRIVATE SECTOR INVESTMENT UNLOCKED

THIS YEAR

**£17.8M**

TO DATE

**£116.9M**

## INVESTMENT INTO LARGE CAPITAL & INFRASTRUCTURE PROJECTS\*\*

THIS YEAR

**£47.5M**

TO DATE

**£279M**

## BUSINESSES RECEIVING 3+ HOURS OF DEDICATED SUPPORT

THIS YEAR

**1,033**

TO DATE

**4,342**

## GRANTS AWARDED TO BUSINESSES\*

THIS YEAR

**£2.5M**

TO DATE

**£4.1M**

## JOBS CREATED

THIS YEAR

**330**

TO DATE

**2,463**

## GRANTS AWARDED THROUGH EUROPEAN FUNDS\*\*\*

THIS YEAR

**£13.3M**

TO DATE

**£72.4M**

\* Through Business Lincolnshire Growth Hub and Greater Lincolnshire Growth Fund

\*\* Private and public sector plus grant investment (total project costs) in Single Local Growth Fund

\*\*\* ERDF, EAFRD and LEADER (excludes ESF)

## DIRECTORS\*

**PAT DOODY** | Chair, NatWest Bank

**SARAH LOUISE FAIRBURN** | Vice Chair & Food Board Chair, Fairburn Eggs

**PROF DEAN FATHERS** | Diversity Champion & Health and Care Enterprise  
| Board Chair, Various NED Roles

**ZOE KING** | SME lead and Digital Champion, Epix Media

**GARY HEADLAND** | Appointments Committee Chair, Lincoln College, IOD  
| East Mids Chair, and Chair of Lincolnshire Chamber  
of Commerce

**PROF MARY STUART** | Business Lincolnshire Chair, Innovation Council  
| Chair, University of Lincoln

**CHRIS BARON** | Visitor Economy Chair, Butlins

**NICK WORBOYS** | Housing Lead, Longhurst Housing Group

**ALRIC BLAKE** | Vice Chair Food Board, Alltech

**YVONNE ADAMS** | Food Lead, Young's Seafood

**ALISON BALLARD** | Chair Defence Board, BAE Systems

**AIR COMMODORE SURAYA MARSHALL** | Defence Lead, RAF

**DEBBIE BARNES** | Chief Executive, Lincolnshire County Council

**CLLR COLIN DAVIE** | Economy Portfolio Holder, Lincolnshire County Council

**CLLR RICHARD METCALF** | Public Sector Director, Lincoln City Council

**CLLR CRAIG LEYLAND** | District Councils Representative,  
East Lindsey District Council

**CLLR PHILLIP JACKSON** | Vice Chair, and North East Lincolnshire Council

**CLLR ROB WALTHAM** | North Lincolnshire Council

**CLLR OLIVER HEMSLEY** | Rutland County Council

## COMPANY SECRETARY

Wilkin Chapman LLP  
The Maltings,  
11-15 Brayford Wharf E,  
Lincoln  
LN5 7AY

## ACCOUNTABLE BODY

Lincolnshire County Council  
County Offices,  
Newland, Lincoln,  
LN1 1YL

## REGISTERED NUMBER

09223395

## REGISTERED OFFICE

Greater Lincolnshire LEP  
County Offices,  
Newland, Lincoln,  
LN1 1YL

## AUDITORS

Duncan & Toplis  
4 Henley Way,  
Doddington Road,  
Lincoln  
LN6 3QR

\* At year end

# ANNUAL FINANCE SUMMARY

CLOSING CASH BALANCES FOR THE YEAR  
ENDED 31 MARCH 2020

INCOME	NOTE	19/20	18/19
Core Funding	1,2	£500,000	£500,000
Other Core Contributions	1	£246,854	£370,000
Brexit Funding	-	£364,578	-
Invest and Grow	3	£283,906	£839,426
Growth Hub	5	£246,000	£246,000
Single Local Growth Fund	4	£6,936,511	£12,333,858
Gross Interest (on Cash Balances)	-	£162,107	£126,792
<b>TOTAL INCOME</b>		<b>£8,729,956</b>	<b>£14,416,076</b>

EXPENDITURE	NOTE	19/20	18/19
Core Funding	1,2	£488,712	£500,016
Other Core Contributions	1	£170,453	£117,959
Brexit Funding	-	£364,578	-
Invest and Grow (Loan)	-	-	-
Invest and Grow (Other)	3	-	-
Feasibility	4	£29,612	£98,299
Business Investment Fund	5	£1,183,344	£165,502
Growth Hub	7	£246,000	£246,000
Single Local Growth Fund	6	£6,809,606	£8,840,354
<b>TOTAL EXPENDITURE</b>		<b>£9,292,305</b>	<b>£9,968,130</b>

CASH BALANCES	YEAR END CLOSING BALANCE		
	NOTE	19/20	18/19
Invest and Grow	3	£3,454,114	£3,121,038
Other Cash Balances	-	£727,973	£649,862
Core Reserve	-	£306,417	£296,840
Business Investment Fund	5	£1,636,154	£2,819,498
Feasibility Fund	4	£225,866	£221,439
Single Local Growth Fund	6	£3,776,764	£3,649,858
Gross Interest Received	8	£162,107	£126,792
<b>TOTAL</b>		<b>£10,289,395</b>	<b>£10,885,328</b>
<b>LONG TERM LOAN INVESTMENTS</b>		<b>£4,300,000</b>	<b>£4,300,000</b>

For the full Financial Statement visit

[WWW.GREATERLINCOLNSHIRELEP.CO.UK/ABOUT/CORPORATE-GOVERNANCE/LEP-FINANCE](http://WWW.GREATERLINCOLNSHIRELEP.CO.UK/ABOUT/CORPORATE-GOVERNANCE/LEP-FINANCE)

# GROWTH

## GROWTH DEAL

Growth Deals provide funds to Local Enterprise Partnerships for strategic projects that benefit the local area and economy, and which will contribute substantially to job creation and growth.

Many Growth Deal schemes are now complete or nearing completion delivering a high number of major projects in partnership with government and showcasing the best of private and public sectors, delivering transformational strategic projects and programmes across Greater Lincolnshire.

Our Growth Deal totals £123.7 million and runs until March 2021, delivering 34 contracted projects and programmes.

Whilst the programme has worked hard to achieve delivery of strategic transformational projects across Greater Lincolnshire, the sudden impact of Covid-19 has inevitably resulted in the slowdown of the final phase of delivery. Owing to lockdown and supply chain restrictions some projects were delayed in March 2020, and workers returned to site after the first lockdown was lifted in the summer.

Focusing on the positives, this year has however still seen 58 houses built, 44 jobs and 37 apprenticeships created, 5665 m<sup>2</sup> of new or improved floor space, and 442 learners assisted.

We are extremely proud of the rapid development of two Food Enterprise Zones, **Europarc III**, a fully serviced, high-quality business park focusing on supporting growth of the existing seafood and value-added food processing cluster on the Humber, and the **Holbeach FEZ** laying important road and utility infrastructure on what will be phase 1 of the South Lincolnshire Food Enterprise Zone. The Holbeach site hosts **the Agri-food Centre of Excellence** as a key partner, to

include microbiology and chemistry laboratories, a high-tech test kitchen and sensory suite, and seminar rooms, and will act as a world-leading innovation hub promoting the rapid uptake of advanced technologies such as robotics and automation and ensuring the UK's agri-food industry remains globally competitive.

Together these are strengthening Greater Lincolnshire's position as a key player in the agri-tech sector, and positioning the Midlands Engine as a national leader within this field.

Another pivotal project is the **Lincoln Medical School**, a game-changing, high-quality integrated clinical facility which will drive skills development across the fields of medicine and allied health subjects to combine teaching facilities with innovation within a zero carbon building.

Infrastructure schemes include the **South Humber Industrial Investment Programme Phase 2 Humber Link Road**, a project essentially of key road construction works enabling access to employment and strategic connectivity; the **Gainsborough Growth Project Phase 1**, a major regeneration investment in Gainsborough which includes transport modelling, town centre living, and strategic site acquisition to enable a cinema development; and the transformational **Grantham Southern Relief Road Phase 2**, a relief road bringing significant housing and employment opportunities and cementing Grantham's position as a key sub-regional destination.

TO DATE THE SLGF PROGRAMME HAS:

SECURED

£123.7M  
OF GRANT  
FUNDING

CREATED

594  
JOBS

BUILT

503  
HOUSES

ASSISTED

1,650  
NEW LEARNERS

GENERATED

6528M<sup>2</sup>  
OF SKILLS RELATED  
FLOORSPACE



“Growth Funding has been instrumental in bringing many strategically important projects to fruition. We have funded key infrastructure projects including bypass and link roads, junction improvements, interconnected transport, housing, and enabling site access, along with digital, water and utility infrastructure. Infrastructure connects other transformational and game-changing projects and programmes developed to support employment and skills including a new medical school, sector-specific facilities, research and incubation spaces, and higher education skills capital improvements. We have also invested in world-class academia, business support and development, innovation, robotics and supply chains with a focus on key sectors such as agri-food and paving the way for Greater Lincolnshire to become synonymous with excellence, innovation and national food security.”

**PAT DOODY**

Chair of the Greater Lincolnshire LEP

In the north, the **Scunthorpe Town Centre** public realm project has assisted in the establishment of a business and learning quarter and is a major step forward in facilitating the regeneration of Scunthorpe Town Centre which includes improvements to market provision, highway infrastructure and public realm.

Important skills projects have accelerated this year through the £7.34m **Skills Capital Investment Fund Programme**. This programme was established to support capital projects that will result in an increase in the talent pool that employers can recruit from locally and an upskilled workforce within our priority sectors.

Three schemes completed in 2019/20 are: **The Digital Skills Centre** in Stamford College, supporting learning on cyber security, mobile technologies, green IT and cloud computing, all drivers for high-level skills needs within the digital sector; the **EMAT (Engineering, Manufacturing and Technology) Centre** at Boston College, showcasing an industry-driven training facility supporting careers in the agri-food, engineering and manufacturing sectors and which is on track to produce 875 new learners and 175 apprenticeships by March 2021; and the **Technical and Business Skills Innovation Hub (University Campus North Lincolnshire)** – DN Colleges Group, Scunthorpe, which is a capital

refurbishment project creating 350m<sup>2</sup> of education space and supporting 1,858 new learners from this site.

Another exciting skills project is a new campus-based approach to skills delivery with the University of Lincoln as a key partner. The **Grantham University Technology & Innovation Centre** is responding to local employer needs within Grantham town centre and is housed within the new cinema complex building offering higher and degree level apprenticeships, diplomas and short courses whilst also being a local contact point for businesses.

**Pictured:** EMAT (Engineering, Manufacturing and Technology) Centre



## EUROPEAN FUNDING

ESIF Funding has supported 26 large-scale projects since 2014 focusing on infrastructure, skills and priority sectors.

Activity includes research and innovation, SME competitiveness, enhancing access and ICT, low carbon, climate change adaptation and risk prevention, the environment, and promoting resource efficiency. ESIF is divided into specific targeted sub-funds.

Over 4,300 enterprises have received support to date with 1,253 businesses and properties now benefitting from reduced flood risk.

The **European Regional Development Fund (ERDF)** focuses on larger, strategic schemes and to date we have contracted over £45m of ERDF funding in support of 26 transformational projects.

Project examples include innovation centres in the agri-food sector; rolling out superfast broadband coverage for up to 97% of the county; providing comprehensive business support to SMEs; boosting renewable energy use; supporting sea defence projects to protect homes, businesses and land from flooding; and developing biodiversity schemes to protect our natural environment. A further £20m of projects are currently under consideration following a final local call for this six-year programme.

The **European Agricultural Fund for Rural Development (EAFRD)** combines with the locally led LEADER programmes to target investment in business development, food processing, and rural tourism, benefitting many businesses with over £3.6m of grants contracted to date.

The **Rural Development Programme for England (LEADER)**, complements the EAFRD programme and targets investment in business diversification, food processing facilities, rural tourism, culture, heritage and rural services has also benefitted many businesses with over £6.9m of grants contracted.

The **European Social Fund (ESF)** supports people through skills and training projects. This year the LEP developed and commissioned four new ESF projects with the Education and Skills Funding Agency: Skills Support to the Unemployed; NEET (or at risk of NEET) aged 16-24; Skills Support to the Workforce; and Employment and Skills Grant Fund Programme, with a total contract value of £12.9m and reaching 2,077 jobseekers, 1,029 young people, and 3,925 people in work or at risk of redundancy.

**£121M**  
OF EU  
FUNDING  
ALLOCATED TO  
**GREATER**  
LINCOLNSHIRE

**26**  
LARGE STRATEGIC  
PROJECTS SUPPORTED  
SECURING OVER  
**£45 MILLION**  
OF ERDF FUNDING  
TOWARDS OUR PRIORITY SECTORS

**£6.9M**  
IN RURAL  
DEVELOPMENT  
GRANTS TOWARDS  
SUPPORTING  
RURAL BUSINESSES

FURTHER GRANT  
APPLICATIONS  
TOTTALING

**£20M**

CURRENTLY BEING ASSESSED

EUROPEAN SOCIAL FUNDING PROJECTS REACHING

**2,077**

JOBSEEKERS

**1,029**

YOUNG PEOPLE

**3,925**

EMPLOYERS

OVER PROGRAMME LIFETIME\*

\*April 2019- July 21

## INVEST & GROW

is the LEP's £9m rolling infrastructure (Growing Places) fund and is designed to unlock stalled housing and commercial developments. The fund remains open to applications for eligible projects, but is being reviewed for potential repurposing going forwards.

## THE FEASIBILITY FUND

is open to short and short/medium-term projects within the LEP's project pipeline being designed to accelerate the delivery of new investment opportunities and significant economic activity across Greater Lincolnshire.

## THE GREATER LINCOLNSHIRE GROWTH FUND

was launched in October 2017 to support private sector businesses operating in the LEP's priority sectors and to add value to other existing funding streams. Almost £3m of grant funding has been made available to both SMEs and larger businesses within the Greater Lincolnshire area to deliver transformational projects which align with the wider economic ambitions of the LEP.

## THE COASTAL COMMUNITIES FUND

We were successful this year in securing £370,000 from the Coastal Communities Fund establishing a business and provider programme of training and career inspiration in response to employer need on the Lincolnshire coast to support local visitor economy businesses.

Programmes were developed for delivery of off-season interventions, and five coastal champion videos have been produced with business partners highlighting the opportunities of careers and training of young people in the visitor economy.

"The five coastal champion videos have been so well received with businesses, young people and DWP as they showcase local young people progressing in careers in the visitor economy sector with support and training by their local employer."

**NICOLA RADFORD**

Senior Commissioning Officer at  
Lincolnshire County Council

A full list of projects supported by the LEP can be found on our website [here](#). ESIF funded programmes are managed and funded nationally.

See [www.gov.uk/guidance/england-2014-to-2020-european-structural-and-investment-funds](http://www.gov.uk/guidance/england-2014-to-2020-european-structural-and-investment-funds) for more information.

# SUPPORTING BUSINESSES

The Business Lincolnshire Growth Hub is the business support arm of the LEP which offers fully funded, impartial advice to access business experts and mentors, support and guidance, grants and finance, to any business looking for support to grow and become more competitive.

We are extremely proud of our success stories and unrivalled reputation in this area where we are known for exceeding our targets and delivering high customer satisfaction. More recently we have received wide praise for implementing an early response to support our businesses through the immediate economic shock of the Covid-19 crisis. This now continues through to recovery, by ensuring increased capacity through redirected funding and exemplary training of redeployed staff to focus quickly on the greatest and most immediate need.

Our experts provide specialist advice on accessing finance, resource efficiency, supply chain development, digital, innovation, and exporting, as well as specialist support in our priority sectors, and access to national programmes, and 243 new jobs have been created as a direct result of this within the last financial year.

This year has seen the offer increased through three new Scale Up Workshop Programmes, tailored to the learning styles of the scale up businesses. These continue to be well received with us recently achieving our 100th scale up client.

Business Lincolnshire has also been hard at work with local businesses to make international connections and has established civic and trade relations with Hunan Province in China. In 2019, a Greater Lincolnshire delegation visited Hunan for three days for a packed programme of government, education and business to business meetings. Despite a pause in progress due to the Coronavirus outbreak, these are beginning to positively move forwards again.

In September 2019 the successful Interreg programme was launched; COTEMACO (Collaborative robots within Agri-food/ Manufacturing environments) which funds Lincolnshire businesses with advice and travel grants.

Digital Landscape Analysis for 2019 has also been refreshed, supporting and showcasing this emerging sector which has seen a growth in value of nearly 30% since the previous review in 2016 and we've since worked with private sector partners to develop a Digital Hub. This hub (Mosaic) provides office accommodation, fixed desk options, co-working, meeting, and events spaces providing a fantastic facility and focal point for the digital community.

SUPPORTED

**1,033**  
BUSINESSES  
THIS YEAR

PAID OVER

**£1,026,134**  
IN GRANTS,  
**£2,099,078**  
IN TOTAL  
SINCE THE PROGRAMME BEGAN

CREATED

**185 JOBS**  
AND  
**1,372 IN TOTAL**

DELIVERED A

**95%**  
CLIENT SATISFACTION RATE

WELCOMED

**100TH**  
SCALE UP CUSTOMER

# EMPLOYMENT AND SKILLS

In Greater Lincolnshire we are recognised for our dynamic focus and intelligent progress across the employment and skills agenda. The large number and diversity of businesses locally means that we have a huge range of job, career, and skills needs.

Our main aims within the local employment, skills and training agenda therefore are to inspire and support young people to stay and work in the area, and to train and support people who are already working, or seeking jobs, so that they gain the skills needed to take up future job vacancies.

During 2019 we extended the role of our **Employment and Skills Board** to include the responsibilities of the new national **Skills Advisory Panel** programme which ensures that local specialists are able to provide strategic advice on supply and demand for skills and qualifications.

The expanded **Enterprise Adviser Network** brings together business leaders with local secondary schools to develop career and enterprise strategies and develops more effective ways of increasing the number of encounters and experiences young people have of employers and of work. Research shows that meaningful encounters for young people with an employer greatly improve their career outcomes and show that they are significantly less likely (86% ) to be unemployed or in training (NEET). We are very proud that in partnership with Lincolnshire County Council and district councils, two additional Enterprise Coordinators were recruited this year, enabling us to now work with all secondary schools and FE colleges across Lincolnshire.

The **Skills Capital Investment Programme** has also continued to see benefits from improved facilities to deliver technical and vocational training. This year the Engineering, Manufacturing and Agri-Tech Centre (EMAT) opened at Boston College, and work also started on Phase 1 of Scunthorpe's University Centre as detailed earlier in the report.

And finally, in June 2019, we said goodbye to the Chair of the Employment and Skills Board, Herman Kok, who retired after a decade in the post. Herman volunteered his time, passion, and expertise to this role and we would like to say a heartfelt thank you, and to acknowledge his valuable contribution.

## SKILLS CAPITAL INVESTMENT PROGRAMME

PARTNER-FUNDED THE EMAT CENTRE BOSTON AND SCUNTHORPE UNIVERSITY CENTRE

## LEP EXTENDED THE SKILLS ADVISORY PANELS PROGRAMME

AND BUILDING EVIDENCE TOWARDS THE LOCAL INDUSTRIAL STRATEGY

## LEP ENTERPRISE COORDINATORS FUNDED TO WORK WITH SECONDARY SCHOOLS ACROSS LINCOLNSHIRE

## SUPPORTED THE DIGITAL SKILLS CENTRE

AT NEW COLLEGE STAMFORD AND THE EMAT CENTRE AT BOSTON COLLEGE

# 100%

SECONDARY SCHOOLS MATCHED TO A LOCAL BUSINESS LEADER

# SECTOR DEVELOPMENTS

## SECTOR DRIVERS & LEADS

Individual sector development has accelerated over this year particularly within the food, digital, and health sectors, with new advances also being made across defence and energy.

From 2021, North and North East Lincolnshire will become sole members of the Greater Lincolnshire LEP and therefore the local emphasis on off-shore energy and the South Bank of the Humber estuary is growing exponentially now to reflect this addition. Similarly, Rutland has recently become a new member of the LEP geographic family and therefore as we focus on the future, we will be adding their sector priorities and focus, such as petrochemicals and vibrant visitor economy.

The Greater Lincolnshire LEP created two new strategic committees this year to support the Board of Directors and bring expert opinion to drive growth and activity across these accelerating sectors. They are an Energy Council and the Health and Care Enterprise Committee, and the LEP has also recruited a new Board Director with expertise in defence.

These join the following committees in shaping plans and delivering activity through strategic Board direction, in harnessing momentum and driving forwards strategic activity.

The LEP would like to acknowledge and thank all of these voluntary members of these boards and committees who provide their expertise and time to contribute towards economic growth - the Employment and Skills Advisory Panel; Food Board; Visitor Economy Board; ESIF Committee; Manufacturing Board; Water Management Board; Innovation Council; Health and Care Enterprise Committee; and the Energy Council.

## LOCAL INDUSTRIAL STRATEGY

This year we developed a **Local Industrial Strategy (LIS)** for Lincolnshire.

Prior to Covid-19 we were on the verge of agreeing the final strategy with government, setting out joint commitments between government and local leaders to develop the Lincolnshire economy, and this has recently been advanced again.

The LEP progressed the Local Industrial Strategy at pace through 2019. Towards the end of 2019 our LIS had local agreement and was in advanced stages with central government. Some adjustments are subsequently being made but the Local Industrial Strategy now sits centrally to our local economic recovery plans. The Local Industrial Strategy identifies the following strengths:-

- > Agri-food
- > Energy and Water
- > Ports and Logistics
- > Defence
- > Health and Care
- > Visitor Economy

To achieve this we want to equip the people of Greater Lincolnshire to transition to an automated, digital, and fast-changing environment, where digital advances and automation will be game-changing.

This ambition is now one that requires faster acceleration and is more essential than ever due to the impact Covid-19 has on the way in which the economy and business operate, and the LIS has been adjusted in light of the current economic picture, with implementation brought forward where necessary to aid our local economic recovery and maximise our contribution to the recovery of the whole UK economy.

Following are some highlights on sector development, intended as a snapshot and not a comprehensive list. To view progress on all LEP priority sectors visit: [www.greaterlincolnshirelep.co.uk/priorities-and-plans/sectors/](http://www.greaterlincolnshirelep.co.uk/priorities-and-plans/sectors/)



## AGRI-FOOD

Greater Lincolnshire is a global leader in this sector with one of the world's largest agri-tech research groups in the world with over 50 engineers and scientists working on robotics, autonomous and digital technology across the supply chain. The **University of Lincoln's Agri-Food Centre of Excellence** is a bespoke agri-food research and development facility at the new South Lincolnshire Food Enterprise Zone at the heart of the UK's £100bn food and drink sector. This Centre will be the anchor of the FEZ, delivering innovation support services, pioneering research, skills provision and knowledge exchange for agri-food businesses across Greater Lincolnshire and beyond.

The development of our **Food Enterprise Zones** will support both existing agri-food businesses as well as those looking to invest and relocate. Food Enterprise Zones (FEZs) will unleash food entrepreneurs, bringing together researchers, farmers, manufacturers, distributors and retailers so they can improve productivity. Europarc III is focusing on supporting growth of the existing seafood and value-added food processing cluster on the Humber and South Lincolnshire is focusing on creating a UK-leading technology cluster to support the food chain.

Agriculture and the food chain holds the potential to shape the future of several of the most significant issues our planet faces: climate change, nutrition, human and animal well-being, and the preservation of natural resources. Greater Lincolnshire has the opportunity to grow its food sector significantly, and to sell more food grown in the UK. We are actively innovating our digital and automation agendas to create better, more skilled and higher paid jobs and Lincolnshire is uniquely placed and equipped to lead this challenge.

DEVELOPED TWO NEW COMMITTEES:  
**ENERGY COUNCIL AND  
HEALTH AND CARE  
ENTERPRISE COMMITTEE**

### LINCOLN MEDICAL SCHOOL NEARING COMPLETION

providing game-changing  
integrated clinical facilities to  
drive medical skills development

### AGRI-FOOD SECTOR ADVANCES WITH TWO FEZ SITES PROGRESSING

and the Agri-Food Centre  
of Excellence underway to  
deliver pioneering research  
and development

## HEALTH AND CARE

Alongside health service provision, the health and care sector has the potential to create great career opportunities and to provide the right environment for local research, innovation and technology. The **Lincoln Medical School** (£4.975m grant) brings a game-changing, high-quality integrated clinical facility which will drive skills development across the fields of medicine and allied health subjects, into Lincolnshire. The school will comprise a teaching facility across five storeys, encompassed within a sustainable and environmentally friendly zero carbon building. Its focus on growth and innovation will stimulate new entrants into the sector supply chain, driving greater productivity and local investment benefitting students, individuals and organisations within the health sector.

## TOURISM AND VISITOR ECONOMY

Greater Lincolnshire has also been working on a competitive Tourism Zone bid announced by government in the summer of 2019, to showcase how government and industry can work in partnership to boost productivity, develop the skills of the UK workforce, and support destinations to enhance their visitor offer and is hoped to be progressed again by government as part of the solution for Covid-Recovery plans.

## INWARD INVESTMENTS

Whilst our primary sector focus is on the place, people, environment and companies located in the Greater Lincolnshire area, another key factor in growth is bringing in new business, skills, and expertise from outside to support sectoral growth. The LEP has been building momentum through 2019-20, driving relationships with our foreign owned companies and shaping future policy, whilst directing funds appropriately. By working closely with foreign owned companies, the LEP has supported them to grow in a direct benefit to the Greater Lincolnshire economy.

Profile raising and promoting local opportunities to foreign owned businesses has expanded, and to support this activity the LEP secured a £35k bid from the Midlands Engine Challenge Fund for the Foreign Direct Investment (FDI) Key Account Management Programme. Notable successes are across research and investment in new relationships, and the programme has highlighted potential investments which will continue to be supported through further confirmed funding.

## TEAM LINCOLNSHIRE

Team Lincolnshire Ambassadors are a vital part of driving forward Greater Lincolnshire's investment and sector development ambitions and encourage collaborative working amongst members and the public sector through events and promotion.

Team Lincolnshire [www.teamlincolnshire.com](http://www.teamlincolnshire.com) is a partnership brought together with the purpose of attracting and supporting business investment in Greater Lincolnshire. Its concept is that all members become Lincolnshire ambassadors and by working together create a stronger, unified voice.

They have already played a key role in collaborating together to rally support and to bring forward new schemes and sites across our region including the South Lincolnshire Food Enterprise Zone and Skegness Business Park.

Team Lincolnshire is promoting our strengths, fuelling the local supply chain, supporting the local economy, and giving members the opportunity to work on some of our most significant projects. 102 members have joined since the official launch of Team Lincolnshire in November 2017.

137

FOREIGN  
DIRECT  
INVESTMENT  
COMPANIES  
SUPPORTED

54

NEW FOREIGN  
DIRECT  
INVESTMENT  
RELATIONSHIPS  
WELCOMED

TOTALLED MORE THAN

£3.4BN

FOREIGN DIRECT  
INVESTMENT VALUE

This includes several large scale acquisitions

CREATED

299  
NEW  
JOBS

SAFEGUARDED

7 JOBS

for foreign direct  
investments for  
2019/20 across  
26 projects



# COMMS AND EVENTS

Building on the foundations of the planned communications work, we have achieved significant progress in engagement and promotional activity over this year and have made measurable progress towards enhancing our profile and reach.

Working with partners we achieved high-profile representation through our core Annual Conference and marketing collateral, and have presented a clear branded presence achieving strong collective impact. The LEP has delivered a number of events across the season and has also been represented powerfully at other partner conferences and events too, with conference materials carrying and reflecting our branding and key messaging.

More than 30 local and national panellists and speakers were involved in our Annual Conference alongside the annual keynote speech delivered by our Chair Ursula Lidbetter MBE in July 2019, hosted by Susannah Streeter, World Business Report anchor on the BBC World Service and BBC World TV, and featuring two Grand Panels and five Expert Panels. This event was widely acclaimed and reached many delegates both in person and virtually through an increased online presence and new social media channels.

The LEP undertook a comprehensive review of our channels and reach, and is now shaping future communication and engagement plans moving forwards.

During the year, we have significantly expanded our social media output primarily through Twitter and LinkedIn, and we are now gaining a growing targeted following too. Work has continued to generate an increased level of campaign-focused activity, with the result of sustained progress in our social media reach and engagement over the year which continues to grow.

The LEP produces a number of themed newsletters, with a highlight this year on an elevated Team Lincolnshire presence and a new employment and skills-focused Skills Spotlight Newsletter also being introduced.

Team Lincolnshire hosted its annual MIPIM UK dinner in London in October, which attracted 100 guests, and in November 2019 hosted its first event in Leeds which included delegates from both Yorkshire and Lincolnshire, focusing strongly on agri-tech and financial services.

The Business Lincolnshire Growth Hub has also delivered a large number of events. The Lincoln City Football Club Business Promise event joined the club in partnership with Business Lincolnshire, in celebrating the launch of their Business Promise Charter.

Bitesize workshop events have also taken place, and we helped to promote the manufacturing sector through the annual Made in Lincolnshire Awards in September and through our #GoDigital19 Conference and Digital Tools & Tricks for Transformation.

We have also been deepening our civic engagement and responsibilities and will be linking this into some key diversity work in partnership with two other Midlands-based LEPs across 2020.



A grayscale photograph of a person wearing a face mask, using a contactless payment terminal. The person's hand is holding a smartphone over the terminal. The background is blurred, showing the person's torso and the terminal's keypad and screen.

# LOOKING FORWARD

In Greater Lincolnshire, our economy has historically proven resilient to negative economic shocks, and the crisis has already shown the resilience, spirit and adaptability of many of our businesses.

Since 2010 we have been working with partners delivering transformational infrastructure, business support, and critical skills projects and programmes, resulting in strong foundations to drive prosperity through our £180m growth funding. Running parallel we have developed the Local Industrial Strategy for Greater Lincolnshire, which combined, remain central to recovery plans, with many interventions being accelerated.

Greater Lincolnshire is a £20.7bn economy, with (pre-Covid) ambitions to add £3.2bn to GVA by 2030. Much of our planning remains vitally relevant and for many businesses, the enforced adjustment needed in response to lockdown has brought forward the adoption of many new and innovative working practices within months, which would otherwise have taken several years to gain momentum, and green shoots are beginning to emerge.

Our LEP Recovery Plans are in place and alongside the adjusted Local Industrial Strategy, give much cause for cautious optimism. By building on the strong foundations already in place, and identifying the area's distinctive strengths, opportunities and challenges, we are creating a more resilient Greater Lincolnshire economy - recognised for our businesses, environment, and people - and we face the future with renewed efforts to build the best version of Greater Lincolnshire, with intelligent planning, and inclusive engagement at the heart of all that we do.



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