



# Greater Lincolnshire LEP Defence & Security Advisory Board

6<sup>th</sup> July 2021

Via MS Teams

Draft Minutes

**Present: Board Directors:**

Julian Free (UoL) - Chair, Alison Ballard (BAE Systems) - Vice Chair, Suraya Marshall (RAF Cranwell), Harry Leyland (Leonardo), Dominic Smith (Eagle Eye Innovations), Tony Burnell (Metis Aerospace Ltd), Kelvin Truss, Steve Kilvington (RAF Waddington), Cllr Richard Davies (LCC), Flash Gordon (Tepidoil)

**Apologies:** Kevin Longman (Northrop Grumman Corporation), Tom Marsden (Lincoln College)

**LEP Officers:** Ruth Carver, Sue Groves (Note Taker)

**For agenda items:** Karen Seal (LCC), Nick Smillie (Clarity), Tom Blount (LSIP)

**Welcome and Apologies**

- Welcomed Karen Seal (LCC) and Nick Smillie (Clarity) for the first two items who will be putting forward a proposal for literature on behalf of the Defence sector.
- Apologies from Kevin Longman and Tom Marsden noted.
- Minutes from the meeting held on the 28<sup>th</sup> May were agreed.
- Action from previous meeting was for the Terms of Reference to be amended and comments have now been incorporated.

**Lincolnshire Defence and Security Capability**

At the last meeting, members were asked to think about what Lincolnshire and Rutland have to offer to attract defence businesses to the area. Suggestions below:

<p>What Lincolnshire has:</p> <ul style="list-style-type: none"> <li>• Good schooling (up to level 3 so more work to be done)</li> <li>• Good network of FE Colleges (through the IoT to meet the STEM agenda)</li> <li>• University</li> <li>• Affordable housing</li> <li>• Low cost of living</li> <li>• City - Culture and Heritage</li> <li>• Access to the countryside</li> <li>• Development land at a reasonable price</li> <li>• Science and Innovation Park, including development space</li> <li>• Engineering tradition- new and historical</li> <li>• A number of Defence and Security SMEs</li> <li>• Good supply chain</li> <li>• Veteran workforce</li> <li>• UK military presence (ISTAR intelligence, etc)</li> <li>• Permissive air space</li> <li>• A community that is pro defence</li> <li>• International defence presence (NATO and ISTAR)</li> </ul>	<p>What Lincolnshire is missing:</p> <ul style="list-style-type: none"> <li>• PR case - which is why Karen and Nick are attending and how to take forward</li> <li>• Broadband and 5G</li> <li>• Major industrial defence or manufacturing footprint</li> <li>• Transport, connectivity</li> <li>• Greater local and political awareness</li> </ul>	<p>Must Fill:</p> <ul style="list-style-type: none"> <li>• PR case proposition</li> <li>• Encourage major industrial defence businesses, including manufacturing and digital</li> <li>• Map capabilities against the Defence and Security Industrial Strategy</li> </ul>
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#### Comments:

- Opportunities for inward investment and investment from private investors.
- Attracting other areas of the defence public sector to expand in the Greater Lincolnshire area and building the local network with local Councillors about the values and the worth, which will be part of the Levelling Up agenda.
- Another item that should be on the missing list is networking within the defence and security community in Greater Lincolnshire - suggested a networking breakfast could be an opportunity because some companies are keen to engage with other industries and with the MoD so they can understand what their problems are and what they are looking for.
- Another item for the Must Fill is the recruitment challenge, particularly in the technology fields, i.e. increase the attractiveness of Lincolnshire, but already working with the University on this.
- Another area for the "Have" is that there are well established links between Academia, Industry and Defence.
- Do we understand the target audience well enough to know what they want? Could we do more?
- The literature is about inward investment, particularly about the sector and those industrial relationships and getting additional companies to locate to Greater Lincolnshire. The content could then be used for other applications, i.e. careers.
- Need to focus on the rich heritage, both industrial and military, but still be forward looking, i.e. build up engineering, particularly C4ISR (Command, Control, Communications, Computing, Intelligence, Surveillance & Reconnaissance), digital, data, ML & AI.
- MoD footprint is important: must understand its full extent in Greater Lincolnshire.

#### Actions:

- ❖ Members to consider if there are any sub-sectors that can be grown and which are the strongest that can be taken forward for further development.
- ❖ Once the literature has been produced, hold an event to launch and gather feedback

#### **LCC and Clarity Position - Karen Seal (LCC) and Nick Smillie (Clarity)**

- Trying to be proactive, rather than reactive, Sector documents have been produced to target investment and when enquiries are received from the Department of International Trade and others, e.g. developers, information is put together, from various sources, and forwarded to enquirers - a proposition for the region highlighting key sites.
- ❖ Sector documents have been produced with data showing the strengths in a particular sector. It is hoped to have a series of sector propositions. Have already produced documents for AgriFood, Advanced Engineering and Manufacturing and currently finalising production on Low Carbon Industry and Energy. Also working on one for Logistics, Visitor Economy and now Defence. In the future, one will be produced for Health and Life Sciences and Digital Technologies.
- ❖ It is also hoped to produce a brochure around "Place" which will give information to companies who wish to re-locate to the area.
- ❖ Brochures have been well received and have been used by the DIT network, who circulate to embassies around the world, which have already led conversations with various countries.
- ❖ The information needs to be concise and focused supported by data and explain clearly what the investment and growth drivers are in the sector, align them with the capabilities in the area and to produce an action plan, with local market and growth opportunities. Market opportunities could be R&D capabilities, existing workforce, pipeline of education, sites, connectivity, etc.
- ❖ The University's connectivity with RAF Waddington and ISTAR covering intelligence, surveillance and reconnaissance. Allied to that are data collection, storage, fusion, manipulation and analysis.
- ❖ ISTAR Headquarter is located at RAF Waddington - a particular opportunity - but also contains the Air & Space Warfare Centre and is the centre of test and evaluation for the RAF. Looking at developing synthetic training, and modernising all training. There is also scope with the green sustainability agenda in terms of decarbonising the footprint.
- ❖ Replacement of training aircraft moving to electric by the end of the decade.
- ❖ The aspiration is that there is a service which is technologically innovative, not just aircraft but the whole capability of the service.
- ❖ Defence has published its Green Strategy and some of the areas do cross into other sectors, e.g. Food.

- ❖ Air manufacturing is based in the north-west of the country, so BAE Systems are focused around what is delivered to the customer which is mainly maintenance support and training; carbon footprint is based on customer requirement at customer location, but are committed to being net zero by 2030.
- ❖ The main focus of most companies in defence in the area are training and support, followed up by some innovation and development, manufacturing is quite small. Some manufacturers are looking to expand.

Actions:

- ❖ Board members to provide information and evidence to Karen/Nick to take forward to be able the proposition to be tailored. One to one meetings will be arranged.
- ❖ First draft to be brought to the next Board meeting.

**Karen Seal and Nick Smillie left the meeting**

**Lincoln Science & Innovation Park (LSIP) - Tom Blount**

A presentation was given by Tom Blount.

- LSIP was set up as a joint venture between Lincolnshire Co-op and the University of Lincoln approximately 8 years ago to re-develop an area of Lincoln that had been the site that was Ruston Bucyrus manufacturing facility and at one time had employed 6,000 people.
- The site was effectively abandoned about 25 years ago following the collapse of Ruston Bucyrus. The old headquarters (Becor House) also held their research and development facilities, including engineering laboratory, materials laboratory, design workshops etc.
- Opportunities for defence is around Intelligence/AI/data/automation, which is being discussed with defence companies and given that there are strategically important assets on an international level with various RAF stations, it is a good basis to build a cluster which has been lacking in Lincolnshire over the last 30 years. The lack of specialist facilities, combined with a ready enthusiastic highly skilled workforce and access to specialist equipment and infrastructure has been a stumbling block and LSIP is trying to resolve.
- Phase 1 started in 2014 and is a cluster of approximately 11,500m<sup>2</sup> which is 50% based around academic research and development and commercial space, e.g. Think Tank and Boole Technology Centre and brings entrepreneurs, investors, academics, and students together on the same campus which creates unexpected opportunities for innovation. Becor House is now the Joseph Banks Laboratories, some areas of which are defence focused.
- Boole Technology Centre was opened in 2017 and was part funded by the LEP grant and is a highly flexible/functional space for technical businesses, allowing them to co-locate with the University and with each other. Since opening, there has been approximately 8.5% growth in SMEs and the tenants employees in Boole Technology Centre have grown by 309.5%. The failure of Start Up businesses has been half of the national rate (22% compared to 48%). The issue is now that they have run out of space.
- 3 companies are related directly to defence, which accounts for approximately 20% of the commercial floor space, but when adding companies which are adjacent to defence, this equates to approximately one third of commercial floor space. Other companies on the site, including the Think Tank, including temporary tenants, there is an interesting cluster of companies wishing to use the site due to the nature of the facilities, being adjacent to the University.
- There have been enquiries from other companies who have not been able to be accommodated, but it does indicate that there is potential for a cluster around the Science Park due to the close proximity to RAF Waddington and the University.
- Funding from the Government allowed the two buildings on the site to be developed, Alchemy building which is being developed to accommodate expansion within the Park and the Gravity building is being developed accommodate defence research and development.
- Phase 2 is being currently being prepared to develop to accommodate 12,000m<sup>2</sup> of space, of which 3,000m<sup>2</sup>, would be ideal for a defence focused building.
- Going forward, there will only be half an acre to develop, but it is hoped in the future, that a further 10 acres could be acquired.
- RC - Between growing a cluster in Lincolnshire, and the heavy demand on Lincoln sites and

Innovation Park, there is a need to understand the requirements of provision around Greater Lincolnshire area for defence companies.

Actions:

- ❖ Put Tom Blount in touch with Karen/Nick for assisting on the development of the proposition.

### **Scampton - Tony Burnell**

- RC - Expect Scampton may come onto the market in 2022. The LEP has been courting and encouraging potential investors and making local introductions. Have already engaged with 3 consortia that have been interested, but WLDC and LCC are leading on discussions with the DIO, the property arm of the Ministry of Defence.
- Tony gave a presentation providing an overview of a proposal he had received which would give the why, what for and interested stakeholders and gave the beginnings of a business case to support investment needed and open to appropriate investment/investors.
- Air Battlelab, which is a centre for Co-creation/Innovation:
  - Counter Unmanned Air Systems (C-UAS)
  - Robotics & Autonomous Systems (Air & Land)
  - Unmanned Traffic Management Services (UTMS)
  - Cyber enclave
  - Active Runway
- C-UAS interested stakeholders are:
  - Government
  - Royal Air Force Orcus Programme
  - Centre for Protection of National Infrastructure (CPNI)
  - Defence Science & Technology Laboratory ( DSTL) “expressed an interest”
  - Future Capability Group (FCG)
  - Government Counter Drone Unit (CDU)
  - National Security Technology and Innovation Exchange (NSTIx) (TBC)
  - National Police Chiefs Council (NPCC)
  - Department for Transport (DfT)
  - Joint Security & Resilience Centre (JSaRC)
  - Unmanned Air Systems Centre of Defence Capability (UAS CDC)
- Other interested stakeholders who have been spoken to are:
  - METIS Aerospace
  - SRC
  - Leonardo
  - Chess Dynamics
  - QinetiQ
  - Babcock

### **Veteran Capability in Lincolnshire**

- From Tom Marsden: With the available data from the 2017 study, have tried to determine the breakdown of working age veterans in Lincs, using the ratio from East Midlands.
- The Power BI analysis also shows the breakdown of the jobs within the SOC code and adverts and predicted EMSI growth data per job type from 2020-25, link:  
<https://app.powerbi.com/view?r=eyJrIjojZWY2Mjc5NjMtZTk3Zi00Mjg0LTlhODYtNGZjODIwNWl4ZDEwliwidCI6ImU1MDYxNWRmLWViMWUtNDg4NC1hODU2LTc1Njg4OWU2ODI4YSIsImMiOjh9>
- Although across all sectors veterans are mainly employed in process and plant machinery (drivers and machine operators), skills trades (Farmer, mechanic, engineer, chef), professional and management areas. It could be speculated that the first two are likely to be junior ranks and the second two senior soldiers and officers.
- These sectors are growing gradually from 2020-25 and therefore we should seek to try to support businesses with this type of labour demand (Logistics, Light industrial manufacture etc) to locate in the county.
- Finally, we need to have a note of caution as the aging veteran population means that working age veteran numbers will naturally decrease over time as the national service population ages and military reductions of the 80s and 90s work through the population.

Actions:

- ❖ JF to working with Tom Marsden and will feedback to Nick Smillie on analysis data.

**Suraya Marshall and Alison Ballard left the meeting**

**Review of Actions**

- Air space with air safety organisations to include Rutland
- Establish the make-up of veterans
- Assessing R&D - more work is needed
- SM to make enquiries about DSEI
- Occupation analysis shared
- Lobbying government - to be discussed at the next meeting.

**Any Other Business**

- None

Next meeting to be arranged for mid-September

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