

Chairs Agenda- Greater Lincolnshire LEP Board Meeting
Thursday, 10th September 2015 at 10.00am

Time	Item	Lead	Web links and additional Information
10.00	GLLEP Formal Director's Business – Welcome by the Chair <ul style="list-style-type: none"> • Apologies for Absence and Declarations • Minutes of the previous meetings of 09/07/15 (Director and Board) • Directors Business - Appointment of a new director • Matters arising 	Chair - Ursula Lidbetter	Paper 1 – Minutes attached Paper 2 – Directors Business attached
10.10	Operational Report Growth and Housing Fund, Midlands Engine, Coastal Communities Fund, UK Challenge Fund, Growth Deal, Comms	Ruth Carver, LEP	Paper 3 – Operational Report attached All items to note except decision on a financial contribution for Midlands Engine
10.15	Infrastructure <ul style="list-style-type: none"> • Transport Priorities • Sustainable Transport Delivery Programme • Midlands Connect 	Richard Wills, Board Member Maria Machancoses, Midlands Connect	Paper 4 attached Paper 4.1 attached Presentation

11.00	Enterprise Zones		Lee Summersgill, Gleeds	Confidential item
11.30	Devolution		Richard Wills	Paper 6 attached
12.00	Greater Lincolnshire Nature Partnership		Fran Smith	Paper 7 attached
12.05	UKTI – Trade & Investment		Ian Harrison/Richard Colley (UKTI)	Presentation
12.30	Skills Strategy Final strategy for endorsement		Herman Kok/Clare Hughes – Employment and Skills Board	Paper 8 attached
12.45	Lunch			

Additional Papers for information:

AP1 – ESIF Minutes

AP2 – Skills Strategy (attached)

AP3 – Comms Summary

Attendees: Board: Ursula Lidbetter (chair) , David Dexter (Deputy Dexter), Chris Baron, Cllr Redfern, Cllr Davie, Cllr Watson, Mark Tinsley, Richard Wills, Dr Tony Hill, Ian Munnery, Herman Kok, Pete Holmes (observers)

Apologies Received: Prof Mary Stuart, Neil Corner

Dates of Next Meetings: 4th November 2015 – University of Lincoln, Lincoln

Dates for Diary: 21st October 2015– Building a better business event, 23rd October 2015– LEP Business Live

LEP Directors present :

Ursula Lidbetter (UL) Chair), Richard Wills (RW), Dr Tony Hill (TH), Mark Tinsley (MT), Cllr Colin David (CllrD), Cllr Rob Waltham (CllrW), Cllr Dave Watson (CllrWa), Cllr Bob Adams (CllrA), Professor Mary Stuart (MS), Neil Corner (NC), Chris Baron (CB), Herman Kok (HK), Ian Munnery (IM)

Apologies from Directors:

David Dexter (DD), Andy Orrey (AO), Cllr Liz Redfern (CllrR),

Apologies from Others

Justin Brown (JBr), Sarah Hendry (SH) Marcus Walker (MW)

Observers:

Pete Holmes (PH), BIS

LEP

Ruth Carver (RC), Jon Burgess (JBu) and Sue Groves (SG) Note Taker

In Attendance for specific items:

Clare Hughes (CH), LEP, Vicky Addison (VH), University of Lincoln

Officers:

Angela Blake (AB), (North East Lincolnshire Council)

Actions

Welcome by the Chair – Ursula Lidbetter

The Chair welcomed everyone to Siemens.

Declarations, Minutes and Matters Arising

The Chair stated that if Boole Technology Centre, Lincoln Transport Hub and Tentercroft Street East West Link were to be discussed, she would have to declare an interest and leave the meeting. Declarations to be recorded within the minutes.

Professor Mary Stuart declared an interest in Boole Technology Centre

Directors Business

See separate Directors Minutes.

Board Meeting

The minutes of the meeting on 12 May 2015 were agreed as drafted. Both these and the agenda are to be published on the LEP website – all present agreed they were happy for these to be published.

The Board agreed that future meetings are to be arranged for a Friday so that MPs would have the opportunity to attend. The chair to write to local MPs inviting them to the Board and to engage with the LEP.

<p>Matters Arising</p> <p>None</p>	
<p>Operational Report</p> <p>Ruth Carver updated the Board on activities undertaken since the last Board meeting.</p> <p>A discussion took place regarding the Summer budget announcements and how it would affect the Greater Lincolnshire LEP and its Directors, ie, the new Living Wage and changes to benefits.</p> <p>A second round of investment means that transport priorities need to be ready for submission.</p> <p>There is to be an increase in number and quality of apprenticeships during this parliament.</p> <p>New Enterprise Zones have been highlighted and that there is to be another round announced later in the year. James Wharton will be writing to all LEPs next week regarding criteria and bids and encouraging multi-site bids, involving small towns and districts and be more geographical. LEPs need to submit Expressions of Interest by mid-August and apply by mid-September. It was discussed that Enterprise Zones need to be clear how objectives are to be achieved, ie attracting businesses. RC said that best practice/criteria for applications should be pulled together, ie size and scale, whether the scheme is commercially viable in the first place. It was agreed that the LEP would invite expression of interest from places across Greater Lincolnshire, and shortlist accordingly to the criteria. A decision on whether to submit will be taken at the LEP Board in September.</p> <p>National Colleges have received significant funding. Also that Coastal Community funding had been extended by £90million up to 2020 and that ambitious bids would be needed.</p> <p>Ian Munnery and Mark Tinsley stated that the government had not perceived Agri-Food correctly and that they would writing to the government. MT also said that Enterprise Zones need to be clear how objectives are to be achieved, ie, attracting businesses etc.</p> <p>Apprenticeships are being discussed with meetings taking place with the SFA and other Skills Boards. Currently Lincolnshire and Derbyshire forecast outstanding numbers compared to Nottinghamshire, Leicestershire and Northamptonshire.</p> <p>The new Living Wage was discussed along with its impact; likely to be great on the coastal strip and that research is needed focusing on a real drive on productivity. This will also have an impact on the Food industry.</p> <p>Defence budget had been held at 2%, which would be good for Lincolnshire.</p> <p>Midlands Engine – all of the 11 Midlands LEPs met with Anna Soubry, BIS Minister and Marcus Jones, DCLG Minister on 24 June 2015 and had a helpful and constructive discussion. The support for the concept of the Midlands Engine was strong and should work in tandem with the Northern Powerhouse to re-balance the UK economy. Approval is sought from the Board to bid for funds to work with other LEPS on commissioned work. Lincolnshire need to be proactive as Lincolnshire contributes highly to GDP.</p> <p>The map for the Midlands currently excludes North Lincolnshire and North East Lincolnshire Councils, but must ensure that they are included. North Lincolnshire and North East</p>	

<p>Lincolnshire Councils contribute both the Midlands Engine and Northern Powerhouse. The Board also stated that ports are also an important part and must not be boundary-led. Midlands Engine is a priority but objectives need to be agreed. RW is heavily involved in transport priorities and represents the GLLEP at Midlands Connects.</p> <p>Midlands Universities are working together, but need to work extra hard to be heard. BIS stated that an announcement by George Osborne on Growth is imminent.</p>	
<p><u>Finance Report</u></p> <p>The Board agreed to sign off the financial report for the financial year 2014/15. A fuller version of the report had been considered by the Finance and Audit Committee on 30 June 2015 and was approved.</p>	
<p><u>Proposals for a Greater Lincolnshire Innovation Council</u></p> <p>Vicky Addison attended the meeting.</p> <p>Emphasis on productivity through innovation; a survey has been carried out and stakeholders have been interviewed. Martin French had been commissioned to work with stakeholders, helping businesses and processes etc.</p> <p>The new Innovation Council would contribute to the SEP and GLLEP Board, with the Chair being from the Board. Once the group had been formed, it would meet quarterly. It would be useful to have members who are already involved in other groups. Some members should be invited and some should be recruited. It was suggested that Further Education Centres and Schools be involved.</p> <p>The Council would be a platform to open collaboration, business growth, business engagement, stimulate innovation, have realistic expectations and cover all areas, with champions in specific areas.</p> <p>Concerns were raised that the LEP strategy is not embedded within the ESIF Committee and that the Committee does not report back to the LEP Board. He also stated that communication of opportunities for EU funding needs to be improved, which is a complex issue.</p> <p>It was agreed that Mary Stuart will lead on forming an Innovation Council for the LEP, appointments would be made via the Appointments Committee.</p> <p>It was agreed that a special session on EU funding be held at the next Board meeting and that Justin Brown's (Head of Commissioning) team be invited.</p>	
<p><u>Update from the Greater Lincolnshire Employment & Skills Board</u></p> <p>Clare Hughes attended the meeting.</p> <p>The Greater Lincolnshire Employment & Skills Board was created before the Greater Lincolnshire LEP Board and is well represented by the private sector with FE Colleges and Universities. The next meeting is to be held on 15 July 2015 and there are a number of pilot schemes, with robust interaction with Further Education Colleges and two senior Principals on board. There is a proposal to set up a skills programme.</p> <p>A fund of £300m that Further Education Colleges used to apply for towards capital support has now been awarded to LEPs for Growth Deals. The LEP Board was asked if they would</p>	

<p>allow the Greater Lincolnshire Employment & Skills Board to put together a programme for applications for bids, linked to specific criteria as the Growth Deal is now their only access to capital funds. The Board responded that this would be approved. Government systems are already in place, but we must be able to respond to initiatives quickly. Available funds will be announced within the Autumn Statement.</p> <p>The Board agreed that colleges often struggle for funding, but education should be for the real world. Local Further Education Colleges should listen to local businesses as to what their requirements are. The fund could be used by vocational deliverers, but this depends on how much money is available and making the best use of it. All should think about loans, not just receiving funding. All programmes and their outcomes will be considered, but Colleges cannot expect to get what they used to receive.</p>	
<p><u>Devolution</u></p> <p>BIS updated the board on government's current thinking, including the involvement of LEPs in any devolution deals stating that the first Bill is currently being discussed in Lords. Government is currently considering Manchester, Leeds, Sheffield etc, which include private and public sectors. The government is active in many areas and is keen to encourage ambitious proposals for all areas that include housing, transport, skills, economic development. BIS is more than happy to support.</p> <p>The LEP Board discussed that they have an important role to play in shaping devolution and that the status quo will not be accepted; services need to be refined/streamlined. All Councils (Districts and Town) need to be engaged with a Letter of Intent that needs to be submitted by mid-August, but a decision as to what we actually want could be made afterwards. Communities and private partners also need to get involved, but need to start with what the GLLEP would like to achieve.</p> <p>A collaborative structure will be needed and the Board agreed that we all need to work together, but must not rush into anything, lots of discussion needed. LCC Chief Executive has already discussed with other authorities. A great deal of commitment is needed to talk about devolution to make it work. The footprint of Greater Lincolnshire is good and will link to more specialist places. Common themes in Greater Lincolnshire could be agreed, but further discussions would be required where agreement is needed.</p> <p>Background work has already been carried out and the GLLEP will be putting a report together. If anyone has any thoughts as to what should be devolved, please forward to RC. BIS agreed that a Letter of Intent is a good start and useful.</p>	
<p><u>LEP Strategies</u></p> <p>RC gave an update on where we are on Strategies and that the SEP is to be updated.</p> <p>A Performance Review is to be carried out and a Framework developed with the assistance of LRO.</p>	
<p><u>Any Other Business</u></p> <p>None</p>	
<p><u>The meeting was closed</u></p>	

Paper 2 GLLEP Directors Meeting 9th July 2015

Minutes of a meeting of the board of directors of **GREATER LINCOLNSHIRE LEP LIMITED** (Company Number 09223395) held at Conference Rooms 1 & 2, Siemens, Teal Park, Lincoln 10.00 – 13.00

PRESENT:	NAME	POSITION
	Ursula Lidbetter	LEP Director (Chair)
	Richard Wills	LEP Director
	Dr Tony Hill	LEP Director
	Mark Tinsley	LEP Director
	Cllr Davie	LEP Director
	Cllr Watson	LEP Director
	Cllr Adams	LEP Director
	Professor Mary Stuart	LEP Director
	Neil Corner	LEP Director
	Chris Baron	LEP Director
	Herman Kok	LEP Director
	Ian Munnery	LEP Director
IN ATTENDANCE:	NAME	POSITION
	Ruth Carver	LEP Secretariat
	Jon Burgess	LEP Secretariat
	Pete Holmes	BIS Observer
	Vicky Addison	University of Lincoln
	Cllr Waltham	Representing Cllr Redfern
	Angela Blake	North Lincolnshire Observer
APOLOGIES FOR ABSENCE RECEIVED FROM:	David Dexter Andy Orrey Cllr Redfern Marcus Walker Sarah Hendry	LEP Director (Deputy Chair) LEP Director LEP Director Director – North Lincolnshire DEFRA Observer

1. CHAIRPERSON

Ursula Lidbetter was appointed chairperson of the meeting and chaired the meeting throughout.

2 NOTICE AND QUORUM

The chairperson reported that due notice of the meeting had been given and that a quorum was present. Accordingly, the chairperson declared the meeting open.

3 DECLARATIONS OF INTEREST

3.1 Ursula Lidbetter declared an interest in Boole Technology Centre, Lincoln Transport Hub and Tentercroft Street East/West Link.

3.2 Professor Mary Stuart declared an interest in Boole Technology Centre.

4 MINUTES OF THE DIRECTORS MEETING HELD ON 12TH MAY 2015

4.1 *The chairperson reported that the minutes of the board meeting held on 12th May 2015 were correct and that no other issues arose from those minutes.*

4.2 Business of the meeting

The chairperson reported that the business of the meeting was to:

(a) Agree Finance Report for FYE 2014-15

This paper was presented to the Finance and Audit Committee on 30th June 2015 and was chaired by Andy Orrey who have considered the report and make a recommendation to the GLLPE Board Directors that these are a true and accurate account and can be signed off. This is attached as a separate paper.

(b) Cash Balance and Reserves Policy

A paper was presented to the Finance & Audit Committee regarding use of cash balance funds. The Board are asked to consider and endorse the cash balance policy for adoption according to Finance and Audit Committee recommendations.

(c) Agree Quarter 1 Finances for FYE 2015-16

This paper provides an overview of spend against budget for the first quarter period 1st April 2015 – 30th June 2015. This is attached as a separate paper.

(d) Director Issues

Cllr Stephenson recently retired and the Directors are asked to consider the appointment of Cllr Bob Adams from SKDC as the district representative replacement. The GLLEP would like to minute their thanks for the substantial contribution made by Cllr Stephenson during her time on the GLLEP Board.

The GLLEP Directors are asked to consider the appointment of Cllr Watson to the GLLEP Board, who is replacing Cllr Oxby as the GLLEP Board Member for North East Lincolnshire Council

Declarations of Interests – Cllr Redfern's declaration remains outstanding.

The GLLEP Board were saddened to hear of the untimely death of Cllr Burnett. As a previous member of the GLLEP Board he was a strong advocate for North East Lincolnshire and for the visitor economy and the Chair has expressed her sadness stating he was always very positive and supportive and has written to the Leader of North East Lincolnshire Council to express our heartfelt condolences.

(e) Company Members

SHDC have confirmed membership with Cllr Nick Worth as nominated member. NKDC submitted a generic application wishing to be a Member but with an unnamed representative as this was prior to the elections. Cllr Brighton is the likely candidate but remains unconfirmed. This has been followed up and we await confirmation.

(f) Recruitment of Finance and Audit Committee

The ToRs state that the committee shall be made up of between 4 and 6 Members who shall be Company Members or Directors or Greater Lincolnshire LEP, and the membership will reflect the overall composition of the Company. Membership is complete and consists of:-

- Andy Orrey (Chair)
- David Dexter
- Cllr Owen Brierley/Penny Sharpe WLDC
- Amanda Mosek – Boston College
- Stephen Deville – Bishop Grosseteste University

(g) External Auditors

The Finance and Audit Committee appointed Streets Chartered Accountants as external auditors for the 2014-15 company accounting period.

KPMG are the appointed Accountable Body (AB) independent auditor and are due to audit AB processes and procedures in July/August 2015. This is a fully comprehensive audit. It is recommended that Streets therefore do not undertake an additional assurance audit following KPMG's robust AB audit, as the GLLEP is deemed low risk on 2014-15 accounts but that the F&A Committee focus, consider and agree the scope of the Streets audit for the 2015-16 financial year as this includes the high value Growth Deal income stream coming on line.

(h) Accountants

Streets have also been appointed as accountant to submit the company annual return on a pro bono basis for this first return for the company year ending 31st March 2015. Advice was that this would be a nil return which has subsequently waived by HMRC (which often occurs for companies registered as dormant – all transactions being channelled through the AB).

(i) External Lawyers

Legal advice pertaining to any issue involving any Accountable Body issue is already covered by Legal Services Lincolnshire. Therefore legal support is required only pertaining to any company matters and statutory requirements.

The level of activity is estimated as low and therefore three quotes were required to follow procurement regulations. Larken and Co, Wilkin Chapman and Chatterton McKinnels were approached for quotes. The responses can be found in Additional Paper 5.

The Board are asked to register their conflicts of interest and consider and select a law firm in order that we can progress outstanding company matters.

(j) Code of Conduct

The wording issue remains outstanding since Legal Services Lincolnshire have ceased working for the GLLEP. Therefore this will be resolved on appointment of external lawyers covering GLLEP Ltd Company business.

5 DOCUMENTS PRODUCED TO THE MEETING

Main Board Paper 5 – Accountable Body FYE Report 14-15
Main Board Paper 5 – Q1 GLLEP Financial Overview
Additional Paper 6 – Legal Services commercial responses.

6 RESOLUTIONS

IT WAS RESOLVED to:

- 6.1 Finance Report for Year 2014/15 are a true and accurate account.
- 6.2 Cash Balance Policy was endorsed.
- 6.3 Appointment of Cllr Bob Adams from South Kesteven District Council approved.
- 6.4 Appointment of Cllr Dave Watson from North East Lincolnshire Council approved.
- 6.5 Streets Chartered Accountants, external auditors, to be asked to concentrate on 2015/16.

- 6.6 Ursula Lidbetter registered a conflict of interest regarding the appointment of Wilkin Chapman as they are a tenant of Lincolnshire Co-operative Ltd. The remaining Board members approved Wilkin Chapman as law firm.

7 FILING

The chairperson instructed the Company Secretary or LEP Secretariat to make all necessary and appropriate entries in the books and registers of the Company and to arrange for the necessary forms and documents to be filed at Companies House.

OR

The chairperson instructed the Company Secretary **OR** LEP Secretariat to:

- 7.1 Update the entries to the register of directors [and secretary]; register of members; and minutes books for directors' and members' meetings.

8 CLOSE

There was no further business and the chairperson declared the meeting closed at 1.00pm

.....
Chairperson

.....
(Date)

Welcome and Attendance

Ursula Lidbetter is appointed chairperson of the meeting and chaired the meeting throughout. The chairperson should report that due notice of the meeting has been given and that a quorum is present. Accordingly, the chairperson declares the meeting open.

Record attendees/ apologies/ declarations of interest

Welcome to new Directors

Minutes of previous Board

Review, agree and Chair's signature required on Director's minutes.

Recruitment & Resignations

Pending a formal log on code from Companies House both Cllr Bob Adam and Cllr Dave Watson will be formally incorporated. In the meantime, both may still attend and contribute to Board Director meetings.

As one of the founding member of the GLLEP and after making a huge contribution throughout, Neil Comer has decided to step down following his steady rise through Siemens to CEO due to the increased workload this brings. The invaluable contribution and expertise which Neil brought includes leading and steering the Manufacturing Sector Plan through its various and many forms, and the Chair and Board would like to extend their gratitude and wish him all the best for the future. We will run an open recruitment process during September to recruit a replacement.

Following the retirement of Andy Baxendale last summer, we have also invited Pat Doody from NatWest bank to take up this vacancy on the Board. Pat is currently already involved as Chair of the ESIF Committee and having recently undertaken a wide ranging recruitment process for this committee, the recommendation of the LEP's Appointment Committee is that we appoint Pat Doody to the main LEP Board. This has the added advantage of increasing the governance between the ESIF (European) Committee and the main GLLEP board as well as bringing a financial strength to the table. Pat is a Regional Director of the commercial arm of Natwest bank.

It is the intention to have the new Directors' fully incorporated for the required annual return (update of company registration) to Companies House on 15th October.

Financial Audit

It was agreed at the last Board meeting on 9th July that Streets our appointed Auditors would carry out a verification exercise of the core accounts for 2014/15. This will be undertaken in September, once the Accountable Bodies Audit has been complete.

Recommendation

The board is invited to note the contents of this report.

Summary of Items

This report provides an update key LEP activity since the July Board meeting. All items are for information except item x on Midlands Connect

Operational activity post previous GLLEP Co Ltd Board meeting

Growth Deal project development, Company Ltd Board changes ,Legal services recruited (Wilkinson Chapman), ESIF Committee and ESIF Strategic Review Group inaugurated, Planning for LEP Business Live, Agri-tech event development , Published Skills brochure – see below , FEZ progress, Devolution engagement, EZ Process – See separate paper, Growth Hub marketing, Events attended include; Housing event; Midlands Connects conference; LEP workshop – Social value ,Meetings taken place include; Midlands Connect; Transport board; web refresh; HCA; LEP Officers; Enterprise Zones; Devolution; ESIF; EMC; Water Management group; Skegness Countryside business park; Midlands Engine Ministerial Meetings, Agri-tech Workshop; FEZ groups; DEFRA. Communications,

Strategic Items

Midlands Connect

The Transport initiative for the Midlands – The Chancellor committed £5m in the summer statement to drive this scheme forward. Partners have been working with DfT to outline the key tasks and deliverables to include a report by Atkins into the economic impact of certain growth corridors and economic hubs. Richard Wills attended the Midlands Connect dinner with Sir David Higgins in Birmingham on 24th July where it was agreed:-

- Budget confirmed for 2 years
- Importance in creating links with devolution agenda
- Timescale for signing off programme and governance – 1st October 2015
- DfT to assist with partnership alignment to MC work streams

The LEP Team have been working with the Midlands Connect team to ensure that the economic case for a corridor linking greater Lincolnshire is included.

Skills Brochure

Businesses, usually small SMEs, often tell us that they are unaware that Colleges provide training for their workforce so the Employment and Skills Board have commissioned the production of a brochure to provide better information about local organisations offering training to employers across Greater Lincolnshire. This can be downloaded on our website entitled 'Training your Workforce' at:-
<http://www.greaterlincolnshirelep.co.uk/documents-and-resources>

Agri-Food

DEFRA have confirmed that they will be hosting an event on 29th September in Peterborough for the to consult on the 25 year Plan for Food and Farming. Their intention is that this event covers East Midlands and East of England regions to compliment a Northern event in Manchester and SW event in Bristol. The previously organised Food and Farming Forum on the same date has therefore been cancelled with all members along with the Food Board now invited to the timely DEFRA event instead.

The next Food Board is due to be hosted on 6th October by Branston Potatoes covering 4 issues; sector skills plan; FEZs; water plan; and the input required to the DEFRA 25 year plan.

Highways England: Growth and Housing fund

The Roads Investment Strategy announced in December 2014 and re-affirmed by the new government earlier this month, established a £100 million Growth and Housing Fund to be administered by Highways England.

The fund provides leverage and flexibility for the Company to engage positively in progressing development sites on or directly connected to the Strategic Road Network that are currently stalled. The fund is a supplement (not substitute) to developer contributions and other existing sources of funding.

The maximum available to an individual scheme will usually be £5M, although up to £10M may be available where a scheme offers particularly strong value for money. These schemes must also demonstrate substantial private match funding; be able to move quickly to delivery.

We intend have been asked to contribute to the national dialogue to help identify further schemes and options for investment of funds with dialogue being managed through the Local Enterprise Partnerships. We are therefore contributing to the fund development by the deadline of 1st September and will update you following further feedback.

LEP Business Live – Friday 23rd October 2015 – EPIC Centre

Work is ongoing to develop the LEP Business Live event this year. Save the date emails were sent at the end of July with 61 delegates registering immediately. We also have 33 exhibitors to date; 10 from the digital sector; 10 Energy; 2 Property; 5 Skills; 3 Finance; and 3 Business (non-sector specific).

Key messages will be the formal launch of the LEP's Growth Hub – Business Lincolnshire and celebrating what a great year Greater Lincolnshire has had.

Communications

Key activity includes:-

- New PR strategy and plan being developed
- FEZ comments for DEFRA news release
- Bishop Burton College news release
- Growth Hub HTML email newsletter
- Budget comment for Lincolnshire Business/ Echo, July 2015
- BBC Lincolnshire interview for Mark Tinsley with Jess Quayle re: FEZ
- UKTI FDI news release drafted
- Issued LEP newsletter
- Began website review

More detail can be found in the additional papers pack - Media report

FUNDING ITEMS

Growth Deal

Contracted Growth Deal schemes now total £28.75m with a further £8.29m close to being finalised. The business case approval of our retained scheme (Lincoln Transport Hub) which totals £13m in grant funding support will now not be determined by DFT Ministers until October. Boole Technology Centre is about to begin demolition works and Bishop Burton College (Riseholme Campus) is well underway, with over £3m having been claimed against the project already. Quarterly reports on financial/output progress will be provided by GLLEP to government as of 10 September via a system called LOGASnet, which has been trialled with a small number of LEPS across the country over the last couple of months. A LEP workshop organised by the Cities and Local Growth Unit on the 29th July highlighted the importance of the Social Value Act 2013 and examples were provided, particularly around procurement, and how LEPs might work more closely with social enterprises to ensure that key issues identified within the Act are addressed in emerging schemes where appropriate.

The LEP has also been successful in securing 20 days of resource from the Active Travel Consortium, funded by DFT. This sustainable transport delivery programme (TDEP) will enable GLLEP to enhance four of its sustainable transport related growth deal schemes with invaluable advice from Sustrans, Living Streets and TAS Partnership. Working with project leads and the LEP, reports will be provided detailing thoughts and proposals and these will feed into the delivery and design of the schemes concerned. Projects successful in securing this support are Lincolnshire Lakes, Scunthorpe Town Centre, Lincoln Transport Hub/Access Lincoln and Go Skegness. The work will be completed by mid to late September 2015.

ESIF

The Greater Lincolnshire European Structural & Investment Fund (ESIF) Sub-Committee met on 29th July 2015 to review the assessments following the first calls for EU activity and had a very positive initial response to the calls. The ESIF Sub-Committee were presented a summary assessment of each project which had been through an initial technical compliance and eligibility check at a national level. The role of the ESIF Sub-Committee was to then take on board these comments and categorise projects as a strong, medium or weak fit with our local strategies. This is to ensure that projects that are supported are ones that not only fit the EU criteria but also show how they will contribute to achieving growth in our local economy.

18 ERDF assessments were received and 7 EAFRD assessments. As the ESIF Sub-Committee received a large amount of detailed information from the Managing Agent, a Strategic Review Group (made up of local officers with a broad range of specialisms), met to discuss the assessments submitted. Terms of Reference are underway and will be submitted to the ESIF Committee for agreement but the aim is for this officers group to advise the ESIF Committee on strategic fit of EU funded projects submitted for funding applications.

Full details and a summary of favourable schemes are included in Paper X in a full ESIF update.

Invest and Grow

The Boston Quadrant scheme has progressed through formal contracting with a revised start on site estimated for November 2015. The first phase of infrastructure works on the Bomber Command Memorial is active on site. The installation of the memorial spire is complete, with an unveiling ceremony has been scheduled for October 2nd. The project has so far drawn down half of the allocated funding of £800K. Progress on the Sleaford Pedestrian Bridge scheme has stalled following the withdrawal of plans by Tesco to develop their new superstore in the town. North Kesteven District Council have commissioned a piece of Highways work that is looking at all potential options in terms of alternatives to the link road bridge to allow development in the town to proceed. The options include continuing to look at the successful delivery of the link road and crossing closure. This is an ongoing piece of work at this point in time and due to report back in late September. Once the local authority has this report they will be in a better position to outline what the Councils plans moving forward will be.

Over the last 6 months, the Growing Places Fund has generally struggled to attract new applications for loan funding to unlock infrastructure constraints on future investment schemes in Greater Lincolnshire. The Investment Board on the 10th September will consider more detailed proposals for the use of recycled loan funds received to date (c£3million) plus a more detailed marketing plan to raise further awareness of the Fund to potential investors across Greater Lincolnshire.

Coastal Communities Fund

Business Modernisation - In 2013 £200,000 was awarded, with additional funding of £50,000 from Lincolnshire County Council, to provide tailored business support programmes to businesses trading in the Greater Lincolnshire Enterprise Partnership Coastal area. Businesses were empowered to embrace digital technology and shown how to apply it effectively. Retailers were taught how to attract, convert and retain customers through both practical and digital means. The programmes inspired coastal businesses to grow by adopting digital technology and applying practical solutions in order to increase their sustainability and seasonality barriers. The program exceeded targets and concluded in June 2015 and has been recognised at DCLG as a unique coastal business offer, now looking to undertake a wider evaluation of coastal business support nationally. Further details and outcomes can be found in the Additional Paper 1 covering a fuller report on Coastal activity.

In June 2014 £1.75m was awarded to Lincolnshire County Council to rebuild the flood hit **Gibraltar Point Nature Reserve Centre** and build the North Sea Observatory. The tender process has completed with work on site planned for mid-August 2015 to be completed by the end of February 2016.

The **North Sea Observatory, Chapel St Leonard** is currently undergoing procurement with work due to take place between October 2015 completing November 2016.

Other coastal activity (full details available in Additional Paper 1):-

- Bid submitted for pilot **Coastal Community Teams**
- Bid submitted for **Lincolnshire Heritage Coast** working with businesses around the 2 new visitor centres
- **Coastal Revival Fund** - government invited bids to a new £3 million Coastal Revival Fund that will help kick-start at-risk coastal heritage that has the potential to create opportunities for new businesses and jobs.
- The **Great British High Street Awards** 2015 have a specific COASTAL category to celebrate that and provide a national platform which we will be entering.

Great UK Challenge Fund

Our submitted bid is still being negotiated (pending amendment of various outputs etc) but we have received verbal confirmation that the funding is available. The grant is for £50k (based on their request) and the project will now promote tourism across the whole of Lincolnshire & Nottinghamshire.

Visit Lincoln, LCC & the Chamber are others committing cash & in-kind support. The GLLEP are asked whether a contribution is available – the goal for total project value is £98,000.

PROJECT ITEMS

Business Lincolnshire Growth Hub

The PR and marketing campaign is increasing pace, marketing collateral has been produced and client case studies are being produced. The Growth Hub will be jointly hosting the GL LEP Business Live event – 23rd October, undertaking intermediary briefings and supporting the Build a Better business

event on the 21st October. Since April 2015 the 3 Business Growth Advisers have engaged with 123 businesses and 58 have received significant assistance. The business issues range from growth relocation, family business succession planning, digital media, growth planning access to new markets. The Ministerial visit has unfortunately been postponed and we are now planning to launch the Growth Hub at the Business Live event on 23rd October.

Food Enterprise Zones

GLLEP was delighted to be awarded funding in February 2015 to support the development of LDOs as the first stage of creating 3 FEZs: Europarc FEZ (NE Lincolnshire); Central Lincolnshire FEZ (West Lindsey DC); Holbeach FEZ (South Holland DC).

With work now underway on the planning (LDO) work required, GLLEP has been keen to see an economic development package developed in parallel for each of the FEZs, to ensure that once the planning work is complete the necessary incentives and support are in place to facilitate growth.

To this end, GLLEP held a workshop in April attended by 30 representatives of the 3 FEZ areas and support services (including local DEFRA reps). Ongoing contact with each FEZ team has started to develop ideas for how to develop each FEZ most effectively. GLLEP is keen to engage with DEFRA and other government departments (BIS, DCLG) to ensure that the potential in FEZs is realised.

Developing a Support Package to Facilitate Food Sector Growth

GLLEP is ambitious for its 3 FEZs and see them playing a key role in the vision set out in the GLLEP Agri-food Sector Plan to double the food sector's GVA in Lincolnshire by 2030. This plan focuses on action in 6 areas, 5 of which are directly relevant to the FEZ programme:

- Strengthen industry representation;
- Build on existing clusters and create the industrial space and support to facilitate growth;
- Develop a sector skills plan and secure additional applied research projects for companies;
- Build an economic case for investment in the strategic transport infrastructure;
- Promote exports and inward investment in the agri-food sector through the area's ports;
- & the 6th: Develop and implement a 25 year plan for water supply to support agri-food production, for which there is a separate cross sectoral initiative.

Potential areas of support for FEZs in Lincolnshire

In brief these are identified as:-

1. Functional economic area
2. Enterprise Zones
3. Business rates
4. Broadband provision
5. Infrastructure
6. Business support
7. Business grants
8. Promotion and UKTI
9. Cross government support

We are also taking a stand to showcase the 3 FEZ areas at the Agricultural Industry Confederation in Peterborough on 11th November.

Full details along with recommended government asks are available in Paper X.

Recommendation

The board is invited to note the contents of this report.

Key Dates for the Diary 2015

Leaders Board – 2nd September - Ursula and Unitary Leaders -

Water for Growth Workshop – 22nd September at the EPIC Centre – Mark Tinsley

DEFRA – Consultation event – 29th September -25 year Food Plan – Peterborough – Ian Munnery and Mark Tinsley

Growth Hub Governance Board – 23rd September - Prof Mary Stewart

Water Management Board – 1st October – Mark Tinsley

LEP Food Board – 6th October – Mark Tinsley and Ian Munnery

LEP Strategic Away Day – Early October

ESIF Committee – 14th October – Herman Kok and Pat Doody

Building a better business event – 21st October –Event **LEP Business Live – 23rd October 2015 at the EPIC Centre - All**

LEP Network Conference and Chairs Dinner– 20th October – Central London – Ursula, Ruth and Kate

LEP Board – 4th November – All

Midlands Insider Breakfast Event – Double Tree, Lincoln - 6th November All

Chancellors Autumn Statement – 25th November

Growth Hub Board – 16th December – Prof Mary Stuart

The GLLEP have commissioned a transport strategy. A draft strategy is attached as Appendix A for consideration.

The strategy sets the scene of the current transport situation and seeks to establish a strategy for future lobbying and investment decisions to be based on.

It should be noted that some estimates of scheme costs are not yet available and needs to be finalised.

It provides a group of projects and schemes that can form the basis of future investment decisions for the GLLEP.

The Board are asked to consider:

- The content and provide any feedback on the content of the draft strategy;
- The detail of the vision being promoted;
- An understanding of the relationship between the GLLEP area and the surrounding areas and the Midlands Connect/Northern Powerhouse perspective;
- The schemes being identified and any omissions and how these are prioritised;
- Any further evidence work that needs to be commissioned to support the aims of the strategy.
- The next steps arising from the recommendations relating to the 3 sectors of activity – roads, rail, ports.



Recommendation: A Paper for Information

The aim of this paper is to update Board Members on the Sustainable Transport Delivery Programme funded by DFT and delivered via the Active Travel Consortium.

The Programme

Between November 2014 and April 2015 GLLEP worked closely with Local Partnerships Ltd and various project leads to deliver the Transport Delivery Excellence Programme. This programme was supported by a bespoke toolkit and dedicated funding was provided by DFT on national scale. GLLEP benefited from direct support to projects in the form of gateway reviews, health checks and from advice on transition of governance in relation to transport schemes.

In March 2015 LEP's were invited by Sustrans to consider a similar approach relating to an evolving Sustainable Transport Delivery Programme on behalf of the Active Travel Consortium (ATC). The programme aims to support growth deal projects and emerging ESIF schemes. It will provide additional design/ development expertise, undoubtedly reducing risks to delivery and ensuring that the best possible sustainable transport approach is taken forward for each scheme involved.

GLLEP was offered a broad range of options to consider which included:

- Advice on area-wide strategies and action plans for increasing sustainable travel (walking, cycling and local public transport)
- Advice on how walking and or cycling and local public transport interventions can help deliver local economic ambitions and support other elements of proposed investment within Strategic Economic Plans.
- Advice/support on design, development and management of high quality on and off-road infrastructure for cycling and walking (networks, on and off-road routes, links to key destinations such as schools, workplaces, hospitals, shops and public transport stations) including:
 - Producing feasibility studies and environmental impact assessments
 - Detailed design (to European standards)
 - Audit of existing provision and plans
 - Land negotiation and purchase
 - Planning application and approval
 - Contract preparation and management
 - Managing construction (small or large-scale)
 - Signage
 - Promotion and marketing of cycling and or walking routes and networks (including cartography)
- Advice on design, development and management of projects that redesign the public realm (including residential streets and high streets) to support wider economic ambitions and remove barriers to walking and or cycling
- Advice on developing stakeholder and community engagement plans to better understand local needs around active travel and local spaces
- Advice on developing 'supporting' revenue interventions to maximise behaviour change from capital investment and enable people to choose to make short journeys on foot or by bike rather than by car
- Advice on integration of walking and or cycling interventions with public transport – including for example designing and developing walking and cycling links to rail or bus stations, redesigning the public realm around stations, cycle parking

- Professional training for LEP and Local Authority staff in the design and delivery of high quality infrastructure to support walking and cycling
- Benchmarking seminars, bringing LEPs and partners together to discuss particular issues/ share knowledge/ expertise, or day seminars on good practice
- Advice on monitoring and evaluating the economic and other benefits from walking and cycling interventions

GLLEP submitted a proforma for consideration and approval by the ATC and have successfully secured a total of 20 days of bespoke support via the programme, the details of which are outlined below.

Project and Task	Lead	Resource	Days	Outcomes
Go Skegness – Sustainable Transport Scheme: Exploring options with LCC on public realm routes through Skegness (including residential streets and high streets) to support wider economic ambitions and remove barriers to walking and/or cycling and/or public transport use. In particular, looking at connectivity to key tourist attractions such as Gibraltar Point. Advice on integration of walking and or cycling interventions with public transport and vice versa.	Sustrans Network Manager	Sustrans x2 days TAS Partnership x2 days Living Streets x2 days	6	3 x summary reports (one from each organisation)
Lincolns Transport Hub: Exploring options with COLC on public realm routes through the City Centre (including residential streets and high streets) to support wider economic ambitions and remove barriers to walking and/or cycling and/or public transport use. In particular, looking at connectivity between the Transport Hub, local communities, University of Lincoln/Lincoln College and the city centre with its varied offer.	Sustrans Network Manager	Sustrans x2 days TAS Partnership x2 days Living Streets x2 days	6	3 x summary reports (one from each organisation)
Lincolnshire Lakes – setting out of a master plan in terms of green infrastructure, links through the site and linking in the outer areas. We would also be able to feed into Tibbalds overall plans as part of the AAP before it goes to the inspectorate for examination on 13th Oct 2015. (This we could allocation 4 day)	Sustrans Network Manager	Sustrans	4	Summary Report
Scunthorpe Town Centre - there is no cycle provision and with a new education unit currently being built there is an opportunity to rethink how the town centre functions in terms of green infrastructure and linking train and bus stations.	Sustrans Network Manager	Sustrans	4	Summary Report
Total			20	
Contingency:	Better By Design Training for LEP and partners staff 2 days and/or Greater Lincolnshire Lakes			

GLLEP is one of 32 LEPs being supported by this initiative, hence being allocated 20 days was quite an achievement. Work will begin in earnest in August, feeding into detailed scheme design and development, and making stronger connections between various grants where necessary.

Meetings have been scheduled on the 6th and 10th August with key partners to agree milestones and timescales for delivery, and to get the programme underway.

Progress and subsequent impact of this ATC support will be reported to GLLEP Board and Investment Board in November 2015.

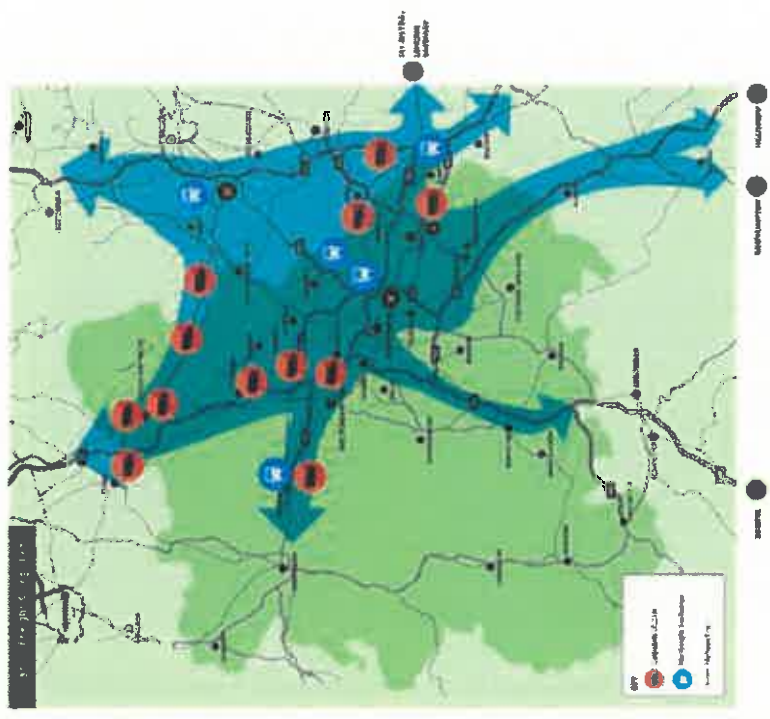
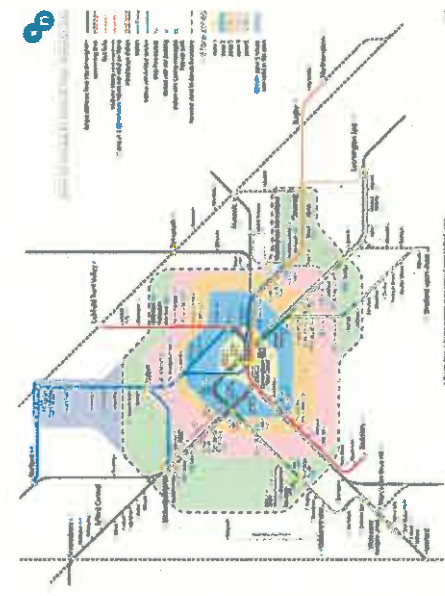
"MIDLANDS CONNECT"



MIDLANDS CONNECT - (Sept 2015)



The MC – Strategic Context



Source: Cross-LEP Group on Transport, plan 3





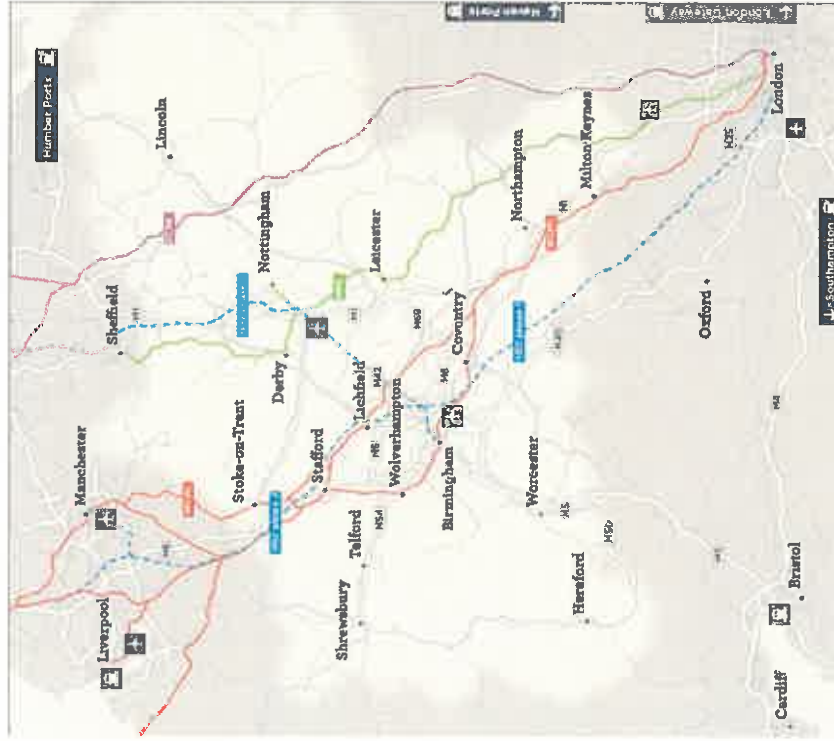
Midlands Engine for Growth

- **Midlands' Strengths:**
 - 10 million people, 14 cities, 20 world-class universities & 2 intern. airports
 - Over £178bn/annum to the British economy
 - **Our exports are on a 5 year high** (value of £50bn in 2013 – 16% of all UK exports)
 - UK lead in Advanced Manufacturing & Knowledge Intensive Industries...
- **Key Components:**
 - An Economy that works - proving more jobs and reducing public borrowing
 - Support for businesses that are creating jobs and for Universities (Energy Research Accelerator & Energy Catapult Centre).
 - More Enterprise Zones
 - Incentives for people to stay in work...
 - Opportunities through the Devolution Bill...
- **Opportunity:** Midlands LEPs Commitment to work with Government
 - Midlands Connect driving the Transport component in the Midlands Engine for Growth

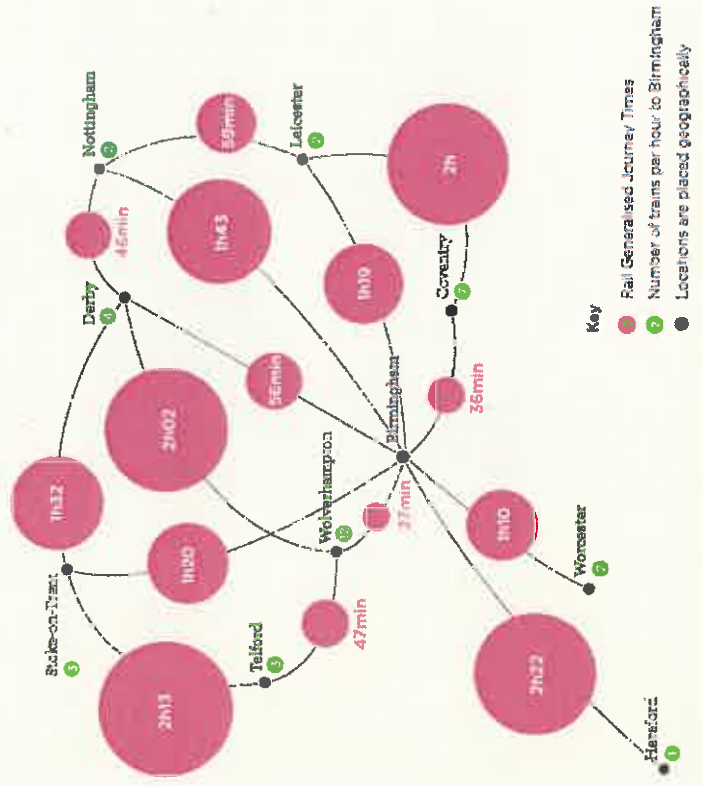




Our Connectivity Challenge:



Examples of current (generalised) journey times and frequencies of rail services in the Midlands





What is Midlands Connect?

- Initiative driven by 11 LEPs and 23 Local Authorities across the Midlands...
- To ensure the Midlands is positioned to influence future strategic transport funding programmes.
- Make a compelling case for investment in strategic road and rail post 2020...
- Maximise the Economic Potential of the Midlands
- With a commitment to:
 - 1) Develop the technical and economic case for investment**
 - 2) Develop a single, powerful voice from the Midlands**

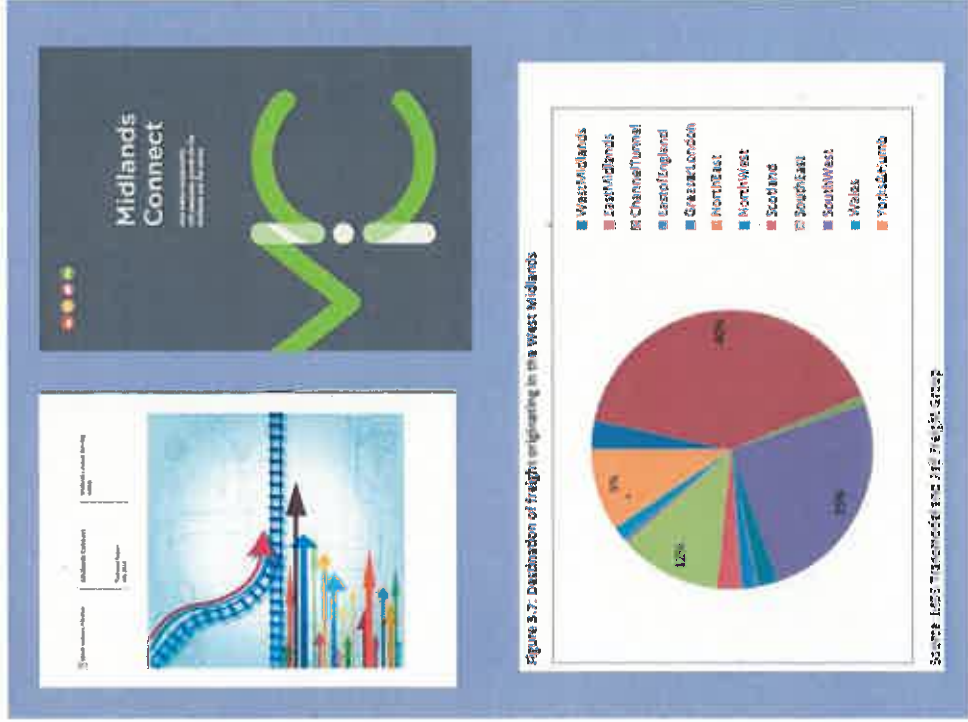


Midlands Connect: 5 Key Drivers:

1. One Voice: Unprecedented will to work across larger geographies
2. No more long “wish lists” - Need to:
 - Develop an evidence-based rationale for transport investment in the region
 - Clearly define the economic ‘prize’ on offer
3. Ensure the Midlands is “HS2 Ready”
4. Alignment with LEPs Strategic Economic Plans & LOCAL PLANS
5. Support E-W economic links through good connectivity.



MC: Evidence Approach...



Phase 1 (July 2013):

Midlands socio-economic baseline , growth outlook and key transport barriers to growth

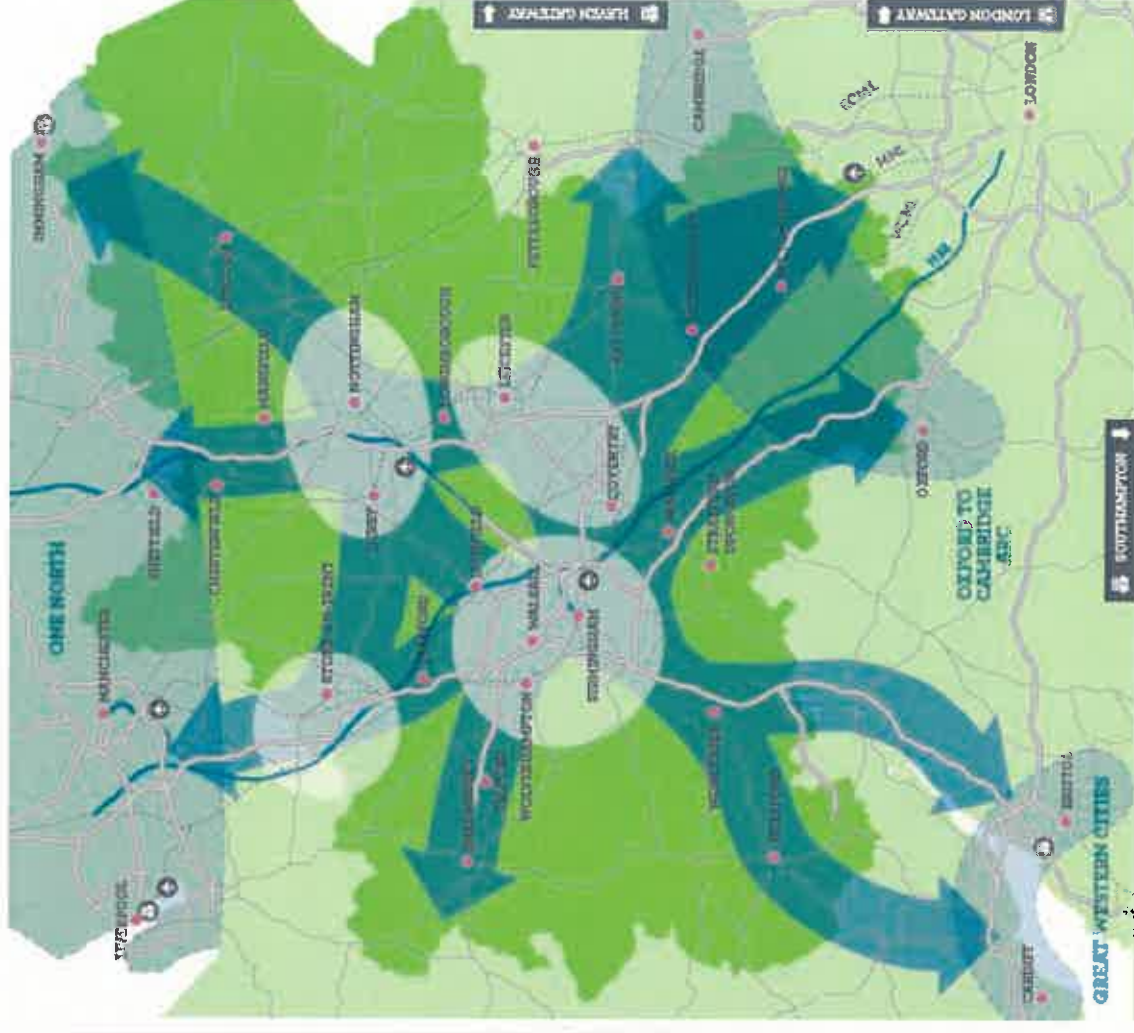
Phase 2 (Feb15):

How would improved strategic transport links help to unlock the full economic potential of the Midlands?

- Directly reduce business costs
- Wider productivity impacts
- Unlock new job creation

Emerging Principles...

1. **Growth led Capacity** – Creating headroom on our most crowded networks for growth
2. **Clear patterns of clustering**, with differing enabling roles of our road and rail networks
3. **Six intensive growth corridors**,
4. **Four primary economic hubs** (with high levels of capacity requirements)
5. **Midlands Becoming HS2 Ready** -
 - i. HS2 Connectivity Packages (Growth Strategies)
 - ii. Maximise benefits to the wider Network: By freeing up & enabling new connections
 - iii. Short/Medium Term Interventions required to get our network ready Pre-HS2





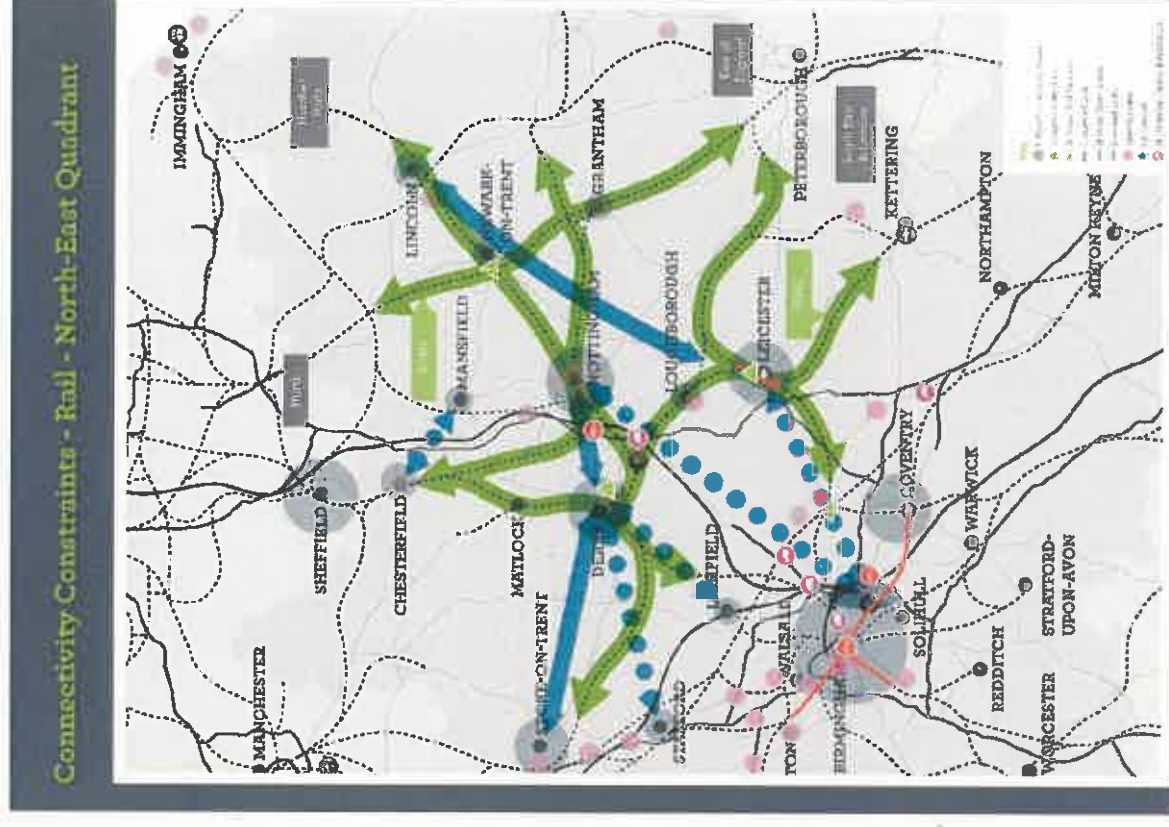
Midlands' Economic Potential

- These are theoretical maximum figures.
- A number of other factors would need to be addressed (other competitiveness factors, labour supply, employment sites).
- But economic impacts of improved connectivity could be very significant.
- Significant impact in **improving business productivity**.
- Very significant role in **unlocking new jobs**



MC Current Technical Work:

- Assessing the type and scale of connectivity challenges within corridors/hubs
- Developing guiding principles for the future roles of the strategic road and rail networks in the Midlands
- Identifying connectivity objectives and targets (focused on journey times....)





MIDLANDS CONNECT: ONE VOICE

Where we have got to...



- MC Steering Group Established - March 14
- SOS Patrick McLoughlin acknowledges & welcomes Midlands Connect – Sept 14
- MC Leaders Summit - Nov 14/Feb15/Jun15
- Government's Commitment to a Summit on Midlands Connect After Election – February 15
- Midlands LEP Chairs Forum Established – March 15
- MC Meeting with Sir D Higgins – 24th July 15
- **MIDLANDS: ENGINE FOR GROWTH - £5M Allocation in Budget Announcements (July 15)**



MIDLANDS CONNECT: *Evolving landscape...*





MC Next Steps...

- Completion of current Technical Studies – Sept 15
- Alignment with Midlands Engine for Growth
- £5m Budget: New Governance Arrangements & Technical Programme – Sign off with Government early October 15:
 - MC LEP Chairs Meeting (Sept 22nd, Birmingham)
 - MC Leaders (Oct 1st, Derby) – First meeting of the MC Strategic Board in November 2015.
- Integration with Network Rail & HE's programmes
- Midlands Connect Launch Event with Government – 22nd October 2015 (Derby)
- Devolution Agenda: Transport for the Midlands?



Maria P Machancoses
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<http://www.wmita.org.uk/strategy-and-publications.aspx>

Greater Lincolnshire

A Place to Grow... faster than anywhere



A Place to Grow...faster than anywhere

This is a proposal from organisations in Greater Lincolnshire to accelerate growth and productivity in our economy, deliver a step change in our skills base, be at the forefront of new technologies, improve health and wellbeing outcomes and deliver radical public service reform for the benefit of our citizens. The guiding principle of this Expression of Interest is that the risks of commissioning and delivery are devolved to the local place where they are best and most efficiently managed. We make strong proposals for governance accordingly.

We are an economic powerhouse, key to the Midlands Engine, the Humber "Energy Estuary" and the Northern Powerhouse, integral to UK Plc and a major gateway to Europe. We have clear high-growth potential in key industry sectors and we have the space and political will to exploit this. If we can gain from the Government the devolution of a range of specific powers and control over the associated funding **we can achieve growth more quickly than anywhere else in the UK**, enhance our collective financial resilience and establish a sustainable platform for our area to thrive, adapt and innovate. We will;

- increase the value of the Greater Lincolnshire economy by £8bn;
- create 29,000 new jobs;
- deliver 100,000 new homes;
- redesign locally services for the administration of justice, health and social care, flood and water management and public safety.

Greater Lincolnshire has a population of 1,060,000. It consists of the Unitary Authorities of North Lincolnshire and North East Lincolnshire (both bordering the south bank of the Humber Estuary) together with the County of Lincolnshire and its constituent seven districts, bounded entirely by the Local Enterprise Partnership of the same name.

The area makes distinctive contributions worth £16bn GVA to the UK economy. Some of the most significant energy, food manufacturing and chemical industries in England are located here. It has the largest UK port by tonnage and the area's logistics companies serve the whole of the UK. Tourist visitors visiting the area generate more than £1bn business a year.



Accelerated Growth

The south bank of the Humber is at the centre of an emerging £100bn offshore wind market, with the potential to create wholly new supply chains. We will deliver an 'Energy Estuary' working with partners in all sectors across the Humber and create new UK modal shifts in transport across the north, decongesting the south east ports. We are at the centre of new offshore gas production in the southern North Sea and home to the 2nd largest chemical cluster (£6bn pa), the largest helicopter facility in England and the largest UK refinery cluster – 27 % of UK total capacity.

Food processing is a major sector for growth and innovation. The sector has potential for the growth of national and international companies and small businesses alike. Logistics is a key area for both food and freight and transport infrastructure is key to our future growth.

Southern Lincolnshire is growing fast because it is the most affordable housing area within an hour's commute of London and it acts as a strategic gateway into Greater Lincolnshire.

We plan to double the value of the visitor economy to £2bn over the next 5 years by capitalising on our heritage and environment assets.

We offer to...

- grow the area's three defining and most competitive sectors:
- **agri-food** - 25% of England's grade 1 land, already producing 25% of the country's vegetables, which is vital to the food security of the UK. We also process 70% of UK seafood;
- create an environment which encourages inward investment and develops **manufacturing and engineering** (a sector currently worth £1.8bn) to continue to develop innovative ideas and put Greater Lincolnshire on the map as a global manufacturing and engineering hub;
- **a visitor economy** that attracts 17.4 million visitors per year to our world class heritage sites, our 550km² area of outstanding natural beauty and our major coastal resorts.

- boost the future defining advantages of the area:
- the busiest ports in the UK, the largest UK port complex by tonnage and the largest Ro-Ro facility on the East Coast together with the biggest undeveloped deep-water estuary in Europe and the landside space to exploit a huge logistics opportunity. We will develop our unique estuary land assets to **create new logistics, manufacturing and trade routes** in order to become the North's 'Gateway to Europe';
- becoming the renewable **energy and offshore wind** capital of Europe;
- **health and care** – implement the GLLEP Care Sector plan encompassing community resourcing, improved housing, workforce development and research.
- drive this growth by putting expansion into new markets, modern telecommunications; infrastructure improvements and the skills of individuals and business owners;
- be an active contributor to the Northern Powerhouse and Midlands Engine and to participate in the Midlands Connect programme in order to encourage cohesion across the Midlands region;
- enable our universities, colleges, and intermediary organisations to support businesses to obtain investment funding through collaboration in innovative projects and through the elimination of the disjointed and cyclical bidding rounds;
- grow the economy more quickly through EUSIF devolution leading to speedier decision taking, delivery of projects and in reducing the costs of administration;
- develop Greater Lincolnshire's environmental offer as a direct contributor to the visitor economy and the health of our communities;
- deliver the Government's Rural Productivity Plan.

In order to do this we seek...

- **a pilot scheme for statutory agencies** (including Natural England, MMO, Highways for England, English Heritage and the Environment Agency), to be accountable to our new Greater Lincolnshire governance structure to deliver our ambitions for growth and to fast track delivery;
- **alignment with the local Growth Plan of business support budgets**, including those of the Business Growth Service, Manufacturing Advice Service, HEFCE

Catalyst and the UK Trade and Investment (UKTI) Export Advice service;
Devolution of the governance of these funds to provide strategic leadership and integration of EU funded "opt ins";

- **appropriate share of Single Local Growth Fund monies**, and from devolved transportation capital, so that we can create a Greater Lincolnshire Investment Fund which enables us to invest in projects which will generate high quality jobs and housing. Funding for this will be augmented by ringfencing a proportion of the EU funding programme;
- **devolution of the management of our EU programme** including granting of Intermediate Body status. The EUSIF programme gives the LEP the opportunity to develop local solutions to economic opportunities, but the setting of strategies and the processing of applications is done nationally with limited involvement at the local level. Devolution will improve the speed with which projects come forward and thus help to promote productivity more quickly and reduce the costs of administration;
- approval for the South Humber Estuary coastal ports and airports **enterprise zone and the enterprise zones** currently being considered by the GLLEP;
- the **development of a strategic land use plan** that aligns our economic ambitions with private and public sector funding streams, streamlined planning and development process for major projects through enhanced CPO procedures / support to acquire locked critical land assets (similar to New Town Act powers) and site exemptions from use of 'zones' and local development orders.

Transport

Business leaders in Greater Lincolnshire have consistently identified connectivity as a significant enabler for prosperity. Connectivity includes access to high speed telecommunications. However, accessibility through transport is usually cited as the highest priority. Many of our growth sectors rely on good transport; especially food manufacturing and tourism.

We offer to...

- utilise the planning process and local investment funding (matched with

LGF) to facilitate enhanced growth around the A1 and East Coast Main Line corridor, the A17 and A15, strategic routes to coasts and ports and to Skegness, Boston and Sleaford;

- invest in infrastructure (transport and housing) through a local infrastructure delivery plan, prepared by an Infrastructure Board that would involve other public sector partners such as EA, Network Rail, Highways England, Historic England, HCA and some private sector providers including utility operators and digital communications and infrastructure companies.
- In order to do this we seek...**
- **amendment to the Highways England programme** to give priority to connection points for A46/A17/A52/A18 onto the strategic network e.g. A1 and M180 in order to produce faster east-west links as set out in the Midlands Engine commitments;
 - commitment from the Department for Transport to allocate funding within its second Roads Investment Strategy for 2020;
 - **recognition that the following road corridors within Greater Lincolnshire fulfil a national role** in moving people and goods:
 - A46 Newark to Lincoln and A158 Lincoln to Skegness;
 - A17 Newark to Kings Lynn;
 - A15 Lincoln to M180 to Humber Bridge;
 - A16 East Coast Route;
 - A52 from the Wash to the A1.
 - rationalisation of the appraisal process for transport projects to considerably shorten timescales, and then implementation of the new process in conjunction with DfT;
 - powers to adopt bus service franchise powers to be applied in appropriate areas;
 - powers to apply a discounted fuel duty scheme to support transport in rural areas;
 - phased implementation of the outcomes of the GLLEP's rail strategy, which supports the Midlands Engine commitment to improving rail services and seeks gauge improvements and electrification.

Skills

Greater Lincolnshire has a comparatively low skills base and is often described as a low wage, low productivity economy, with consequent lower GVA than the UK average.

One particular challenge to Greater Lincolnshire's growth is the difficulty in recruiting and retaining skilled workers in the health and care sectors. The GLLEP has produced a Health and Care sector strategy which identifies priorities, of which a Medical School is key. It is widely recognised that areas with a medical school find it easier to retain trained medical staff than those without. Other increasingly important sectors in the region, such as construction and engineering, defence and aerospace, also have significant skills needs and gaps in current provision.

A further challenge is the need to rapidly up skill and re-skill the workforce in order to access the thousands of new jobs that will shortly be arriving with the development of a new offshore wind industry.

This proposal promotes a pioneering approach to integrated skills development across the shared economic geography. We want to develop a workforce to drive the local economy, both through supporting existing businesses and attracting more diverse and higher value inward investment. We look flexibly across our boundaries to address skills for the southern part of the GLLEP area in a new and emerging skills partnership with Greater Peterborough, recognizing the real impact of travel to work areas and economic geography.

We offer...

- faster business growth, and lower unemployment;
- lower youth unemployment and fewer NEET (not in employment, education or training) because young people have better employability skills and understand the opportunities available to them locally;
- greater value for money – e.g. services for Work Programme clients will be integrated at local level reducing wasteful duplication; SME employer engagement carried out by different agencies will be joined up reducing duplication;

- a more integrated approach to the delivery of professional and technical skills with enhanced collaboration between employers, the GLLEP and providers, enabled perhaps through local outcome agreements;
- strong support for an 'area review' of the post-16 education and skills system to ensure that is responsive to local economic priorities; this should be comprehensive and thus include schools, academies, UTCs and colleges, as well as any relevant local authority, private sector and university provision;
- to re-shape and re-structure the Further Education (FE) provision within Greater Lincolnshire so that a new FE system is put in place with appropriate governance to ensure that it delivers people with the right skills in the right place;
- a boost to our economy, and productivity, by creating a local workforce that can fill the 200,000 job vacancies that are predicted to be available over the next ten years as our industries grow and as people retire by:
 - creating a seamless transfer from learning to work;
 - working closely with employers, the National Careers Service, and the Careers and Enterprise Company to shape their provision in line with our jobs and skills forecasts. We will also work closely with our SMEs in order to create more apprenticeships;
 - eradicating the very low HE participation rate locally through supporting the efforts of the all further education and higher education establishments in Greater Lincolnshire;
- providing sufficient supply of good education places that matches the pattern of economic growth and allows parental choice to achieve the education and skills necessary for 21st Century society;
- innovation and investment in new models of delivery for technical and professional skills against our skills priorities and to meet the specific needs of the related industries;
- support to schools, UTC and college leaders so that they can develop curricula which meet the priorities that are set out in the council's strategy framework for education;

- changing the landscape of education and skills development across the health and care sector, including flexible vocational routes and support to establish a Career College and a Post-Graduate Medical School followed by a Graduate Medical School;
- Support to restructure education and skills development in the health and care sector to enable flexible routes to medical, nursing and other care professions and match the needs identified in the area Health and Care sustainability programmes;
- support for the efforts of the higher education and skills sector in raising aspirations and creating sustainable integrated lifelong learning pathways at all stages of education, skills development and continuing professional development;
- educating and retaining high quality skilled graduates, and utilising the skills of the significant number of RAF personnel leaving the forces and settling in the area mid-career in order to contribute to local economic growth.

In order to do this we seek...

The powers to give strategic direction to the range of education and skills funding streams which could be integrated to maximise the potential of the emerging GLLEP Skills Strategy and to achieve skills development through devolving:

- **power to reshape and re-structure Further Education (FE) provision** within Greater Lincolnshire, in line with the governments invitation issued in the Rural Productivity Plan of August 2015;
- **funding streams of Post 16 Education Funding Agency and Skills Funding Agency (SFA) budgets;**
- responsibility for all of the **funding relating to career information, advice and guidance (CIAG)** for adults and young people, including a new Career & Enterprise Company;
- the transfer of the duty on schools around career information, advice and guidance (CIAG), to the GLLEP;
- an increased role in the coordination of the delivery of professional and technical skills across the region, following an 'area review' of the post-16 technical and professional skills system to ensure that is responsive to local economic priorities;

- responsibility for commissioning part of the Adult Skills & the Skills Infrastructure budgets (e.g. National Apprenticeship Service helpline) and to be an integral part of the area reviews of post-16 provision;
- **responsibility for identifying and managing the expansion of apprenticeships** in food, farming and tourism, in line with the commitment in the RPP, and in engineering and renewables;
- **devolved commissioning to the local level of the Youth Contract** supporting 16/17 year olds into education or employment;
- **decision making for local school funding;**
- control over the incentives on providers in order to provide more flexibility over who is entitled to receive support;
- for FE providers in Greater Lincolnshire to be given a duty to co-operate with the GLLEP's new joint skills board, and an SFA procurement regime that mirrors the LEP's strategies and offers some flexibility to move funding amongst headings;
- devolution of the responsibilities and resources of Health Education England, Skills for Health and Skills for Care and the power to reshape commissioning health and care education opportunities;
- **to commission locally adult universal benefits integrated with Council Tax benefits,** commission the next phase of the Work Programme; and to discuss joint accountability with DWP for the work of Jobcentre Plus.

Housing

With house prices eight times the average salary, pricing many people out of the housing market, there is a need to fix the housing market in Greater Lincolnshire if aspirations for economic growth are to be realised.

The volume of housing required allows for the pressure created as a consequence of the ageing population not releasing the housing stock in the face of requirements to house the growing workforce.

Local Authorities in Greater Lincolnshire have allocated significant amounts of land for housing. We are positive about population growth in conjunction with economic growth in the key sectors identified. We wish to minimise the time taken from allocation to build.



We offer to...

- deliver 100,000 new homes (consistent with the Greater Lincolnshire Strategic Economic Plan and emerging Local Plans), with an appropriate proportion of affordable housing and starter homes supported by appropriate infrastructure and our local public assets;
- develop and co-ordinate 'Right to build' schemes by the community;
- develop a Greater Lincolnshire Housing Partnership of registered providers, developers, and land owners together with HCA, LEP and Councils in the area.

In order to do this we seek...

- **enhanced powers to allow councils to use short hold assured tenancies**, to remove borrowing caps and allow councils and Registered Providers (RPs) to use prudential borrowing,, and to allow financing through a council's general fund.
- to increase and improve the quality and affordability of housing supply through
 - the One Public Estate approach for land including control over nationally held public assets such as surplus MOD land and Network Rail land.
 - freedom to develop local housing rules on right to buy and housing stock financing and management;
- **the pooling and devolution of central government and HCA resources** into a Housing Investment Fund;
- devolved power for both Registered Providers and Local Authorities to set rents and retain right to buy receipts;
- to explore a unique deal that specifically tackles the underlying causes of in- work poverty including linking the payment of Housing Benefit to the delivery of certain minimum housing standards in the private rented sector.



Water

We must prioritise tackling flood risk. We have a long and highly vulnerable coastline. No other part of Britain faces the scale of significant inundation from the sea as does Greater Lincolnshire.

A serious coastal flood in Greater Lincolnshire would seriously compromise the UK's capacity to produce high grade crops for up to seven years. Our action on this is acknowledged as one of the leading areas for collaboration to address flood risk but more is needed.

We wish to incentivise investment in water management and realise the potential for substantial private contributions to flood defence.

We offer to utilise...

- delegated powers and funding to deliver a 30% efficiency in developing projects currently subject to Defra's funding controls and approval processes;
- the Water Resources study recently commissioned by the Greater Lincolnshire LEP to devise means of applying spatial planning priorities and infrastructure funding and provide water resources for an expanding manufacturing sector and a growing population;
- the water resources study to manage flood risk as well as a range of coastal flood defence investments and other minor local schemes.

In order to do this we seek...

- delegation of decision-making powers over flood risk management priorities (including large-scale coastal management schemes) and resources in the medium-term programme (MTP) from national to the local level to increase the effectiveness of our existing partnership arrangements;
- **tax incentives for agri-food businesses and the steel industry** to develop water resources or water efficiency measures on their sites;

- **freedom to extend the arrangements for tax relief for businesses** contributing to flood relief schemes benefitting from national funding to include privately proposed and funded schemes that meet the objectives of the Local Flood Risk Management Strategy and the LEP Growth Strategy;
- **devolution of the EA powers around flood risk operations** and use of the capital funding within the Medium Term Programme (MTP).



Health

Our acute health sector faces significant issues in respect of both performance and financial viability. We have above average growth in our elderly population. We have plans across our area (Lincolnshire Health and Care (LHAC) and 'Healthy Lives Healthy Futures') which reflect the NHS 5-year view in seeking an integrated strategic approach to health and social care reform which fairly and accurately incorporates the priorities of the full range of NHS and social care stakeholders, including acute trusts.

Clinical Commissioning Groups and local authorities will continue to collaborate while each retains their statutory function.

We offer to deliver...

- a substantially more integrated approach to health and care service planning and delivery in Greater Lincolnshire, offering better outcomes and more cost effective health and care services;
- greater support to people with physical and mental health issues to be active in the workplace;
- further development of neighbourhood based services including a significant increase in care delivered closer to home and improved outcomes;
- a model for emergency care, urgent care and planned care services that delivers safe, high quality services which are affordable and sustainable;
- a substantial increase in physical activity levels and engagement in arts and cultural activity to improve health outcomes and reduce demand on acute NHS services.

In order to do this we seek...

- **devolution of the range of commissioning resources that support the health and wellbeing of Greater Lincolnshire people.** These include the resources of Public Health England, NHS England and Health Education England;

- greater coordination of Local NHS and Social Care Commissioners with a devolved place-based health & social care budget with a minimum four year settlement;
- **integrated commissioning of all community services.** This includes health and social care delivered services;
- joint commissioning of DCMS sports, physical activity, culture and arts programmes to align with local health and wellbeing strategies.

Public protection

Crime is local. Altogether 92% of prisoners from Lincolnshire reside in Lincolnshire prisons but the drivers of crime and anti-social behaviour lie in our communities, and solutions are also to be found there.

There are current proposals, which we believe we can assist with, to provide better access to Magistrates Courts services through reducing the estate and re-investing savings.

We offer to deliver...

- improved access to justice whilst making savings through the integration of courts with the local public estate;
- to reduce re-offending rates through integration of Offender Management with Community Safety, Health and Safeguarding programmes.

In order to do this we seek...

- **transfer of the commissioning of Prison Services to local political control;**
- **transfer of the administration of HMCTS and the MoJ estate to be delivered by local authorities in the area.**

Our leadership

We believe that bringing the risks of commissioning and delivery to the local place enables them to be best managed. We understand that government expects robust structures of governance to be put in place to enable this to take place. We rule nothing out in terms of new governance in seeking to deliver our new agenda for growth.

We anticipate that the range of powers and funding sought in this expression of interest may take us into territory for which the governance arrangements would be no less than a Combined Authority. We wish to enter into discussions with the Government over the precise governance arrangements that would be most appropriate in order to fully secure the scale of devolution that we seek.

Whilst this prospectus requests devolved powers we in turn will distribute powers differently. In achieving our ambitions our approach to governance will be:

- to enable people do things for themselves as individuals;
- to empower community partners at a local level;
- to encourage private, public and third sector organisations to align their activities with our ambitions;
- for the devolution partners to identify gaps, prioritise and utilise the devolved powers and resources in the delivery of our ambitions.

We will strengthen neighbourhoods and communities by devolving powers and funding from the Greater Lincolnshire level to individual constituent councils or groups thereof.

We recognise that for many activities political boundaries are crossed and we will continue to interact with our neighbours. We shall work collaboratively with those organisations that share many similar characteristics and operate beyond our area including those in Peterborough, Hull, East Riding of Yorkshire, Kings Lynn and West Norfolk, and on our western boundary.

It is also hoped the Government will accept the arguments for a more flexible approach to the current council tax referendum limits and processes nationally. This would also fit well with the principles of local accountability and decision making which underpin the approach to devolution.

We offer...

- a governance arrangement that will provide transparent democratic accountability and an effective interface for ministers whilst continuing to ensure that specialists such as clinical commissioners maintain a strong voice;
- integrated democratic leadership of local authorities working with elected bodies including the PCCs bringing these elected leaders together with the NHS leadership and the Chair of the LEP.

In order to do this we seek...

- as well as potential flexibilities around the local element of business rates we wish to explore with the Government flexibilities around use of capital receipts and borrowing powers for critical infrastructure investment. We recognise that any package of freedoms and developments over the medium term will need overall fiscal neutrality for the Greater Lincolnshire partners and HM Treasury;
- **Government to review the funding allocation formula for Greater Lincolnshire** to ensure it matches the actual needs profile of our population;
- power to acquire nationally held local public sector land, including non-operational MOD land, for the overall benefit of the region – thereby giving improved and effective strategic planning for enterprise, housing, growth and infrastructure. Subsequently we would also want to keep any capital receipt for the sale of any land in our control.

We believe that, in discussion with government, we can develop these proposals to form a strong, viable and transformational plan for Greater Lincolnshire, and we ask government to engage with us to that end.

Mark y Hill.


Cllr Martin Hill OBE
Leader of Lincolnshire
County Council



Cllr Lord Gary Porter
South Holland
District Council



Cllr Craig Leyland
East Lindsey
District Council



Dr Margaret Sanderson
Chair of North
Lincolnshire CCG



Dr Allan Kitt
Chief Officer South West
Lincolnshire CCG



Cllr Lady Liz Redfern
Leader of North
Lincolnshire Council



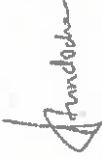
Cllr Ric Metcalf
City of Lincoln
Council



Cllr Peter Bedford
Boston Borough Council



Dr Peter Holmes
Chair of Lincolnshire
East CCG



Dr Sunil Hindocha
Clinical Chief Officer
Lincolnshire West CCG



Dr Kevin Hill
Chair of South
Lincolnshire CCG



Cllr Ray Oxby
Leader of North East
Lincolnshire Council



Cllr Bob Adams
South Kesteven
District Council



Cllr Jeff Summers
West Lindsey
District Council



Prof. Mary Stuart
Vice Chancellor
University of Lincoln



Rev. Prof. Peter Neil
Vice Chancellor
Bishop Grosseteste
University



Margaret Serna
Chair of the Board of
Corporation
Lincoln College Group



Ursula Lidbetter MBE
Chair of Greater
Lincolnshire LEP



Cllr Marion Brighton
OBE
North Kesteven
District Council



Alan Hardwick
The Police and Crime
Commissioner for
Lincolnshire



UNIVERSITY OF
LINCOLN



BISHOP
GROSSETESTE
UNIVERSITY



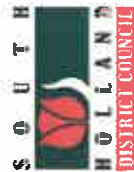
**Greater
Lincolnshire**
Local Enterprise Partnership

The
**Lincoln College
Group**

The Police and Crime Commissioner
for Lincolnshire



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COUNCIL

West Lindsey
The Entrepreneurial Council



districtnk
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COUNTY COUNCIL
Working for a better future



NHS
Lincolnshire West
Clinical Commissioning Group

NHS
South West Lincolnshire
Clinical Commissioning Group

NHS
North East Lincolnshire
Clinical Commissioning Group

NHS
South Lincolnshire
Clinical Commissioning Group

NHS
Lincolnshire East
Clinical Commissioning Group

NHS
North Lincolnshire
Clinical Commissioning Group

The economic value of nature tourism in Greater Lincolnshire

Nature tourism makes a significant contribution to Lincolnshire's economy. In the past the scale and scope of this contribution has not been fully recognised – many natural attractions do not count visitor numbers and these figures are not included in these tourism statistics despite the large numbers that visit them. For example:

- Over 60,000 visitors to the seals at Donna Nook in November and December extend the season offering the opportunity to create value in quieter months
- The Lincolnshire Wolds Walking Festival brings 4,600 visitors to a different part of the County and is valued at over £500,000. It has proved such a successful concept it is now being trialled in the south of the county
- Saltfleetby-Theddlethorpe Dunes National Nature Reserve supports over 26 FTE jobs and £845,000 in GVA, primarily through its 290,000 visitors per annum

Nature tourism is also a growth sector, the RSPB reserve at Frampton Marsh showed a 300% increase in employment following investment in visitor facilities. The reserve now supports 16 FTE jobs and has a total impact of over £1 million. This is corroborated with national research that finds the total GDP from the natural heritage tourism economy is £12.4 billion with total employment of 349,607; and it is forecast to grow strongly in the next 10 years.

In order to prioritise those aspects of nature tourism with best potential for developing the visitor economy in Lincolnshire the Greater Lincolnshire Nature Partnership (GLNP), has commissioned independent expert research in this area. The GLNP is a partnership of 48 organisations across Greater Lincolnshire. The Partners include Lincolnshire County Council and almost all of the Districts, statutory agencies, Internal Drainage Boards and NGOs. Our role is to achieve more together than individual Partners can alone (www.glnp.org.uk). The GLNP achieves this by adding value to existing initiatives, seeking to fill gaps and preventing duplication. There is a clear knowledge and marketing gap with nature and tourism and this is one area the GLNP is working to deliver on.

The research will enable better decision making both at the policy level and for the individual small businesses that make up the majority of the sector. In the longer term it should also lead to better protection and management of the natural environment.

The opportunities and barriers presented in the final research will inform nature conservation, tourism and economic sectors providing practical recommendations for working together to increase the value of tourism revenue, while at the same time improving the quality and variety of the tourism offer.

The project will be launched at the Greater Lincolnshire Nature Partnership conference on 12 November and GLLEP members are invited to attend.

Actions Required

With the GLLEP seeking to maximise Lincolnshire's key economic strengths, including the potential for growing the visitor economy through nature tourism we believe it would be beneficial if this was joint research between the GLLEP and GLNP. We are seeking a funding contribution of £5,000 towards the cost of the project.

Fran Smith, Nature Partnership Manager 01507 528398 fran.smith@glnp.org.uk



**UK Trade
& Investment**

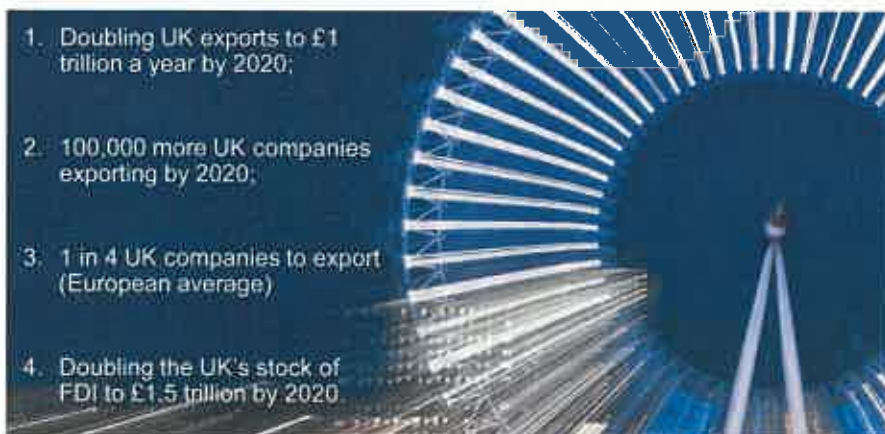
 UK Trade & Investment

Presentation on UK Trade and Investment (UKTI)

**Greater Lincolnshire LEP Board Meeting
10th September 21015**

**Ian Harrison, Regional Director, UKTI East Midlands
Richard Colley, Head of Local Delivery, UKTI**

The 2020 Export Drive – Whole-of-Government approach

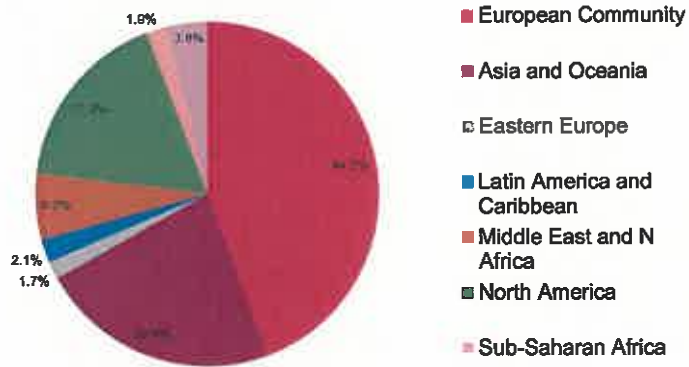


UK Trade & Investment

Trade Priorities

- Help the East Midlands play its part in the UK's £1trn Exports by 2020
 - Sectors
 - HVOs
- Meet the 100,000 exporters nationally
 - Exporting is GREAT
 - First Time Exporters
- Deliver against the Government commitments on key markets eg China, India, Africa, FTAs
- Regional delivery of our Trade Promotion Contract
- Work with LEPs and maximise ESIF

East Midlands' Destination of Exports - 2014



How can UK Trade & Investment help Businesses?

6



 UK Trade & Investment

Spike's World Ltd goes global with UKTI support

- A small Lincoln company
- Passport to Export
- Market Research
- New markets



Other successes include - CWM Automation in Gainsborough,
Pretorian Technologies Ltd in Gainsborough and Shelton
Sportsturf Baumber (Horncastle)

 UK Trade & Investment

**Richard Colley,
Head of Local Delivery, UKTI**



What are our investment priorities?

- Number One FDI destination in Europe
 - 1988 projects (+12%), 107,658 jobs
 - 10 successes (1,207 jobs)
- £1trillion in FDI stock (ambition £1.5tr) by 2020
- Increase trade
 - through focussing on export oriented FDI
- Support economic growth
 - 40% of investment projects will be high value in 2015-16 compared with 25% in 2013-14.



UKTI focuses on value and new jobs

Numbers of new jobs and value of projects from UKTI and partners increasing year on year

Year	Total UK projects	Of which, UKTI and partner supported projects	% of projects of 'Higher Value'	Total jobs (Total UK projects)	Of which, new jobs
2011-12	1406	1172	Not counted	112,659	52,741
2012-13	1559	1322	Est. less than 20%	170,096	59,153
2013-14	1776	1462	26% (target 25%)	111,361	66,390
2014-15	1988	1632	38% (target 35%)	107,658	84,603

How do we work?

Prioritise UKTI resources - through **sector strategies** which focus the "one team" worldwide on hunting down companies which add most value to UK and build competitive supply chains to increase UK content.

Harnessing the power of regions – work with and through **LEPs**, Devolved Administrations and Delivery Partners

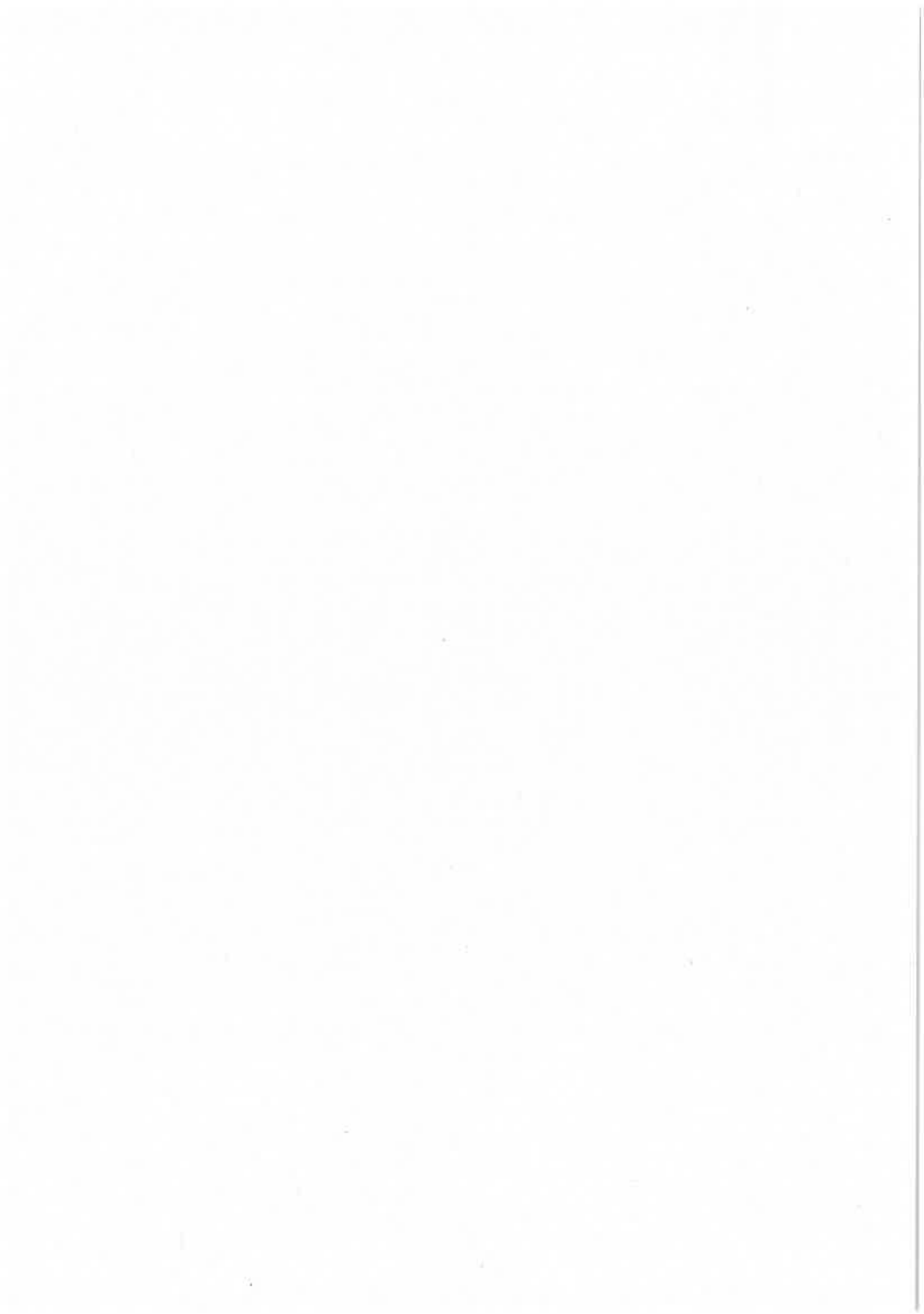
Customer at the centre - Continuing to roll out our strategic relationship management approach across government

More for less - Leveraging commercial partners in the UK and testing alternative lead generation models overseas to find the most cost effective, innovative approaches

Who do we work with?



Any Questions?





Skills Strategy 2015

For the
Greater Lincolnshire Local Enterprise Partnership

Our Mission

To inspire our current and future workforce, to support employers to train their staff and to ensure local training meets the needs of our businesses

Our Vision

We advocate local and flexible skills solutions delivered through a network of local providers

Creating the right environment for businesses and individuals to flourish

Local contracts and delivery, ensuring that skills funding for Greater Lincolnshire stays in Greater Lincolnshire

No restrictions such as minimum level contracts or procurement frameworks blocking progress

Niche delivery wherever it is required - coastal, rural or urban - and better access for all

Integrated approach - training delivery in partnership and no duplication

Businesses are:

- > better able to articulate skills needs
- > aware of skills support on offer
- > reporting fewer skills gaps

The Difference

How we know we're there

Schools, Colleges and Universities are better informed about business and industry so they can provide great careers advice

The local population have higher qualification levels

Ensure clear links between economic need and strategies for skills provision

Foster collaborative working between local providers of education and skills

Communication values

How we would like to work with others

Ensure that employers continue to have a strong voice

Develop new ways of working with national agencies and providers delivering in the area

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Setting the Scene

Forward

From the Chairman of the Greater
Lincolnshire Employment and Skills
Board and LEP Director, Herman Kok



Our priorities for skills are outlined in our Strategic Economic Plan (SEP). These skills priorities are central to achieving Greater Lincolnshire's ambitions for growth, creating 13,000 new jobs, including Apprenticeships, helping 22,000 businesses and increasing the value of the Greater Lincolnshire Economy by £3.2 billion by 2030.

The role of the Greater Lincolnshire Employment and Skills Board (previously the Lincolnshire & Rutland Employment and Skills Board) is to shape and influence employment and skills support to meet the needs of local employers. Our aim, as the skills 'arm' of the GLLEP, is to boost the economy, and productivity, by creating a local workforce that can fill the 200,000 job vacancies that are predicted to be available over the next ten years as our industries grow and as people retire.

We want to develop the education and skills levels of all people, in all communities, giving them opportunities and enabling local businesses to recruit the talented employees they need to grow.

This document provides further detail to our Employment and Skills Plan of 2010. Whilst the geography of that plan is slightly changed its main themes are the same. We have seen an increase in the number of Apprentices since the introduction of that plan, and it is good that a slightly higher proportion of our 16-18 year olds residents than nationally are undertaking Apprenticeships and learning practical work skills alongside classroom education. We want more of this age group to take up the opportunities that are available, so that they develop their careers in a 'hands-on' way and we will work with employers to develop more vocational pathways and degree level vocational opportunities.

Collaboration is crucial if we are to succeed in creating an approach that allows everyone to benefit from the economic growth and prosperity that the SEP outlines. I ask the public and private sector, businesses and schools, to consider how they can work together more effectively to achieve this.

Introducing Greater Lincolnshire

Greater Lincolnshire is a great place to live, work and learn, offering a mix of beautiful countryside, historic buildings, pretty market towns, miles of sandy beaches and vibrant urban centres. With a fast-growing economy where unemployment and crime rates are low and schools have consistently performed above average for many years, it is an attractive place to grow a business.

The area has competitive strengths in a number of industries, notably agriculture and food, engineering and the low carbon/renewables sector. It has a thriving visitor economy and a growing healthcare sector, and with some of the largest and busiest international ports in the UK and its own airport, it is a natural hub for the logistics sector.

It is home to two universities, seven further education colleges, a number of independent training providers and two University Technical Colleges.

From the industry-led CATCH training facility in the north, supporting energy, engineering and renewable industries, and the new Joseph Banks Laboratories at the Science and Innovation Park in Lincoln, through to the National Centre for Food Manufacturing in the south, institutions across the area provide a rich mix of vocational and academic qualifications, training and commercial research and development support for employers.

Despite the range of support, some of our businesses report 'skills-gaps' that cause barriers to their growth, and others are not able to access the kind of training they want to progress their workforce.

The following pages describe our skills challenges and the responses that are required from providers of skills and education, and from businesses themselves, to achieve Greater Lincolnshire's growth ambitions, as set out in the LEP's Strategic Economic Plan.



Emerging Themes

Some of our businesses report 'skills-gaps' that cause barriers to their growth. When we ask businesses to tell us more about this they describe a number of different challenges:

- The absence of the right type of skills or experience within the local labour market;
- Unable to recruit high level or technically skilled workers locally or further afield;
- A lack of interest from young people to work in their sector;
- New recruits not ready for work, lacking basic 'employability' skills;
- Barriers accessing training to upskill their workforce;

The challenges are not unique to Greater Lincolnshire; they are repeated in other LEP areas across England. In fact Greater Lincolnshire businesses report fewer skills gaps as a whole than others areas of the UK, and a smaller proportion of businesses say that skills gaps have an impact on performance when compared to the national average. (UK Commission for Employment and Skills, Employer Skills Survey 2013)

We seek local solutions to the challenges described above and sector specific responses where appropriate.

We have described the skills priorities that our sectors have outlined in section 3 of this document.

In reviewing that work several themes have emerged and we describe them below.

They are the importance of:

Identifying the needs of employers and translating into clear skills pathways for our sectors

Supporting employers to articulate their skills needs clearly and ensure that these are translated into effective and accessible training provision. This requires deliverers of education and training to work together to provide cohesive, readily accessible and flexible training to meet the needs of employers.



Improving the perception of various sectors

In order to encourage individuals to choose a job or career in a particular sector, it is essential that up-to-date information about local industry and the opportunities available are promoted more effectively and that specific actions are taken to improve the image of some of our sectors, and Greater Lincolnshire itself.

Enhancing skills and training information for businesses and for individuals

It is crucial that employers are able to access clear information on the availability and location of the training that they are need.

It is also crucial that up to date information on the skills requirements of local industry and career paths is available to support schools, colleges and careers advisors in helping individuals to consider and train for a career in a particular sector.

Individuals at school and in later life do not receive sufficiently accurate and detailed information about local industry or what it is like to work. The national careers advice quality award does not currently place sufficient weight on this.

Information for businesses and for individuals is currently fragmented and difficult to access.

Developing collaborative and coherent partnerships

A consistent underpinning theme for the delivery of the identified priorities is to ensure that planning and implementation involves effective partnerships working or consulting with the full range of stakeholders.

In response to these themes the Greater Lincolnshire Employment and Skills Board will commission activities that...

Create a network of specialist skills advisors, helping businesses, particularly SME's, to articulate their skills needs and supporting colleges and providers to develop training that better meets employer's needs. Advisors will provide us with intelligence on persistent gaps and that will be fed back into the system.

Expand the work we have already begun through the 'Aspirations' publication, creating and inspiring interest in our most important sectors; promote vocational qualifications and support employers and schools to make greater links

Develop a local resource that makes it easier for everyone to access information about industry, skills, workforce training and employer's skills needs.

Our Skills Priorities for Economic Growth

Our overall priorities - not just the responses to the emerging themes on the previous page - are based on the premise that in order to grow business owners need (in terms of education and skills):

- a pool of suitable people from which to recruit, now and in the future
- access to training for new and existing staff and
- support to help them plan and articulate their current and future skills need, particularly our smaller SMEs

We know that there will be large numbers of job vacancies in the future and that demand for higher level, technical and managerial skills will continue to grow. In order for businesses to fill these roles we must support everyone in our communities, both in and out of work, and within our schools and Colleges, to raise their skills levels and understand the career opportunities available.

We will support our residents. We want to:

- Increase literacy and numeracy levels in the local population and ensure that communication skills - oral and written - improve across all ages
- Focus on and improve 'employability skills'
- Support adult lifelong learning, for example, improve the digital skills of the local population, enabling better access to online services which in turn will improve their quality of life
- Increase the number of vocational opportunities
- Ensure that a greater number of graduates stay within the area because they are better informed about the higher skilled job opportunities that employers currently cannot fill
- Deliver locally-tailored activities for the long term unemployed
- Support those already within the workplace to progress

We will support our businesses, particularly our SMEs. We want to:

- Support local businesses to plan for succession because the population of Greater Lincolnshire is growing, and ageing
- Help business grow their own skilled staff of the future by taking on trainees and Apprentices
- Seek ways to ensure that all businesses, including those in rural areas, have access to good quality, relevant and flexible training provision
- Support our SMEs to plan and implement effective recruitment and induction strategies to create a better transition for young people from learning to the world of work

Working together we want to:

- Change perceptions so we can stimulate demand amongst our young people for careers in our most important sectors and for vocational education
- Facilitate better transfer of information about local industry so that everyone involved in education and skills has improved knowledge about our sectors upon which to make informed decisions
- Ensure that skills programmes and activities are properly 'glued together' so that they yield greater impact for local businesses and communities and positive job outcomes for our young people in particular
- Increase employer demand for, and learner participation in, vocational training and Apprenticeships

Skills Infrastructure

Within these priorities we must not overlook our skills and further education infrastructure.

We know that a proportion of our FE estates will require refurbishment within the lifetime of the LEPs' growth programme to 2030 so we will work with our Colleges and providers to look for ways in which they can use any future Growth Deal allocations to support infrastructure improvements that also have a positive impact on our current and future skills needs.

We will develop schemes that link our providers with industry specialists, ensuring that training programmes have access to the latest information and technology, as well as additional capacity to deliver.

We will also facilitate collaboration and partnership working, particularly between providers in receipt of Government funding for skills training, to support them to deliver some of the actions described in the document. We have already described one way of doing this, through a Greater Lincolnshire Provider Forum, having its inaugural meeting following the publication of this strategy.

Technology and Innovation

As well as needing the right skills and training, our business leaders have told us that their businesses will grow if they are able to access new markets through innovation and technology.

Innovation is vital for growth. On average, businesses that create a culture of innovation have four times the sales growth of non-innovating businesses in the same sector. Over a quarter of UK labour productivity growth is directly attributable to private investment in innovation.

An innovation is not just about advances in science and technology. It is the implementation of a new or significantly improved product, service, process, or workplace practice. Businesses owners that create internal capacity within their organisation to learn, develop and use the talents and creativity of its entire workforce to the full will be far more likely to innovate.

We want to ensure that our businesses are innovative, with workers who are more highly skilled, imaginative, productive and more highly paid.

Our innovation and technology priorities include:

- Increasing our support for SMEs to collaborate with larger organisations, Higher Education Institutions and with each other, to take advantage of funding opportunities for skills, innovation and technology that they cannot access alone
- Retaining a greater number of graduates within the area so they are able to take up the higher skilled jobs that employers currently cannot fill
- Building on the strengths of our innovation, enterprise and incubation centres, through increasing access to innovation support, knowledge, research and technical support
- Developing an Innovation Programme that comprises a coordinated package of knowledge-intensive business services, support for patenting and licensing, facilitating networks and access to research funding;

We have recently established the Greater Lincolnshire Innovation Council that will take forward the priorities from the SEP and develop a Greater Lincolnshire innovation strategy.



Our Current Position

Our Challenge

Forecasting models have predicted that our businesses will need to fill around 200,000 jobs by 2022, and that there will be greater demand for more highly skilled workers in sectors that are traditionally seen as low skilled. Figures are shown in the tables below.

The vast majority of these jobs will replace existing staff who will retire (Replacement Demand). Even sectors that are not growing will have significant job vacancies. We need to prepare our local population for these opportunities by supporting businesses to up skill their existing workforce and helping young people to gain experience and progress.

The 'Total Requirement' column in the table below is the number of job vacancies that are forecast.

Greater Lincolnshire Jobs and Skills forecasts

Please note that figures may not sum due to rounding

Industry	Current Jobs (2012)	Change 2012-2022	Replacement Demand	Total Requirement 2012-2022
Agri-Food	37,000	-4,000	14,000	10,000
Manufacturing/Engineering	39,000	-3,000	13,000	10,000
Visitor Economy	41,000	2,000	17,000	19,000
Ports & Logistics	27,000	3,000	11,000	14,000
Health & Care	60,000	5,000	25,000	30,000
Energy & Water	6,000	1,000	2,000	3,000
Construction	35,000	5,000	13,000	18,000
Retail and Wholesale	83,000	4,000	32,000	36,000
Information & Communications	7,000	1,000	2,000	3,000
Financial & Business Services	64,000	6,000	25,000	31,000
Public Admin. Defence & Education	60,000	-2,000	24,000	22,000
Other Services	10,000	1,000	4,000	5,000
Total	468,000	18,000	182,000	200,000

Due to the way forecasting models work, larger numbers have greater accuracy. Smaller numbers are less reliable.

Qualification	Current Jobs (2012)	Change 2012-2022	Replacement Demand	Total Requirement 2012-2022
QCF8	4,000	2,000	2,000	4,000
QCF7	27,000	13,000	13,000	26,000
QCF6	74,000	30,000	33,000	63,000
QCF5	29,000	3,000	12,000	15,000
QCF4	26,000	7,000	11,000	18,000
QCF3	102,000	-6,000	38,000	32,000
QCF2	106,000	-3,000	41,000	38,000
QCF1	70,000	-16,000	25,000	8,000
No Qualifications	30,000	-13,000	8,000	-5,000
Total	468,000	18,000	182,000	200,000

- Source: *Working Futures, Warwick Institute for Employment Research / Cambridge Econometrics, 2014.*

QCF = the Qualifications and Credit Framework: the national credit transfer system for education qualification that recognises qualifications and units by awarding credits. When we refer to Level 1, Level 2, Level 3 etc. we are referring to the QCF Level.

QCF2 is equivalent to 5 GCSE including English and Maths; QCF3 is equivalent to 2 A Levels or an Advanced Apprenticeship; QCF4 to QCF6 range from Diplomas, Higher Apprenticeships, Professional Certificates and Degrees.

More information is available in the Appendices.

Current Qualification Levels

Greater Lincolnshire has good GCSE results; the proportion of our school leavers obtaining a Level 2 qualification is amongst the highest in England however the most recent statistics show that we don't maintain this competitive advantage. *Fewer of our 16-24 years old are qualified to Level 3 and Level 4 when compared with the UK average.*

Our analysis shows that across our 25-34 age range the challenge is even greater - from national averages we would expect around 40% of this age group to be qualified to at least Level 4, yet only 27% of our 25-34 year old residents actually are.

The proportion of 16-64 year olds in Greater Lincolnshire with no qualifications is 6% higher than the England average, and, despite the exemplary school leaver achievements, *this gap is predominantly amongst our 16-34 year olds.*

Across our 16 plus population:

- 27% have no qualifications compared to 23% nationally
- 58% have Level 2 as their highest qualification compared to 51% nationally
- 20% are qualified to level 4 or above compared to 27% nationally

This lower qualification profile of the area becomes even more accentuated in the local authorities making up the eastern half of the Greater Lincolnshire area.

In light of the statistics that show fewer of our 16-24 years old are qualified to Level 3 and Level 4 when compared with the UK average, *we must find ways to support, inspire and motivate our young adults to continue with the kind of learning that will enable them to progress in their careers, whether they are in, or out of work.*

Greater Lincolnshire Residents – Level of Qualification

Highest Level of Qualification	All categories; Age 16 and over	Age 16 to 24	Age 25 to 34	Age 35 to 49	Age 50 to 64	Age 65 and over
No qualifications	228,533	13,618	12,960	26,631	57,622	117,702
Level 1 qualifications	125,465	22,585	16,623	44,379	29,397	12,481
Level 2 qualifications	142,896	33,351	22,318	42,198	30,086	14,943
Apprenticeship	37,602	3,909	2,023	6,091	12,738	12,841
Level 3 qualifications	102,644	25,564	21,255	28,620	19,887	7,318
Level 4 qualifications and above	173,867	10,279	30,504	56,018	48,195	28,871
Other qualifications	46,250	3,536	7,847	9,660	13,186	12,021
Total	857,257	112,842	113,530	213,597	211,111	206,177

Source: Census 2011

Tables showing percentages in Greater Lincolnshire and England are available for comparison in the Appendices on Page 44

Given that our current (June 2015) youth unemployment accounts for 24 per cent of all job seekers in Greater Lincolnshire, higher than 20 per cent nationally, we must support our young people and to help them continue in education and learning.

Whether it is Further Education, Access to Higher Education, or through Apprenticeships, young people – particularly before they reach the age of 16 – need to understand about all of the jobs that are available locally so that they can make informed decisions about their learning, progress to higher levels of qualifications through the route that suites them and take advantage of the opportunities that are currently available and that are predicted to grow.

Qualification levels and 'skills'

It is not correct to say that those with no or low qualifications have no skills. We recognise that many of our residents have developed important skills and experience in the workplace.

Sometimes deliverers of workplace qualifications assess the skills of experienced workers and are able to award them with a qualification for something they are already doing. On one hand this practice motivates the individual, providing them with a transferrable qualification, and it enables that skill to be captured in national formal qualification measures. In reality it is not what businesses want. They want an individual to be better at what they do, to do it in a more effective way, to be more productive in the workplace or to bring new skills to their role.

The UK Commission for Employment and Skills Employer Skills Survey 2013 shows that, locally and nationally, around 20-30% of employers who have existing skills gaps, have not seen performance improve sufficiently after training. The current publically funded skills/qualification system does not measure progress in terms of ability to perform new tasks within the workplace, but in terms of moving from one qualification to another.

We urge all those involved in the delivery of workplace training to consider how it supports the business and the individual to progress.

We want to see training that is tailored to the needs of the employer.

We want 'Taylor*-made' training, where employers are fully engaged in the process of selecting employees for particular training that supports business and individual growth.

(*Frederick W. Taylor 1856-1915, the founder of scientific management theory)

English, Mathematics and Employability

Despite achieving good GCSE levels, and seeing an increase in these since our 2010 Skills Plan, we remain concerned about the number of young people who do not have a GCSE in English and Mathematics. The table on page 48 shows that both nationally and locally around 40% of school pupils do not achieve a GCSE in both English and Mathematics.

Recent changes mean that young people are asked to continue to study these subjects until the age of 18 if they have not achieved a Level 2/GCSE qualification and it is important to highlight (to our teachers and young people) why these subjects are essential: our growing manufacturing and engineering sector requires people with good application of maths skills, we need food and agricultural scientists, more maths teachers, as well as doctors and nurses, civil engineers – these all need strong maths ability. In terms of English, employers across the UK continue to call for improved written skills and communication skills from young people entering the workplace

We are concerned by reports that, despite funding being available to help adults to read, write and develop numeracy skills, the skills funding system (payment by results) is discouraging training providers from delivering this difficult support.

Having the right employability skills is important to ensure that young people are able to secure and keep jobs (highlighted in the 'Making Progress' section on Page 21).

We have recently been asked what employers mean by 'employability'.

We have also established confusion between the language of the employer and the funder or training provider. To an employer, basic skills usually means things like arriving to work on time, being able to complete timesheets or answering a telephone, whereas the funder or trainer has specific literacy, numeracy and IT qualifications in mind.

The 'employability' skills and qualities that employers value are things such as: communication and interpersonal skills, problem solving skills, using initiative and being self-motivated, working under pressure and to deadlines, organisational skills, team working, ability to learn and adapt, numeracy, valuing diversity and difference and negotiation skills. These skills and attitudes are the transferable skills needed by an individual to make them 'employable'.

We ask all involved in education and training to consider how these skills are embedded within programmes.

Public Funding for Skills and Training

Our large geographical area can be a barrier to employer-led skills training and development, because of a lack of accessible training facilities AND because in a large rural area it is difficult to achieve cohort numbers to make training economically viable.

There are also very large numbers of external training providers – over 400 - operating in the area, some with offices and bases here, many with not. Businesses tell us that they are often inundated with 'cold calls' that lead to confusion about what training is available and what financial contribution they are expected to make.

The system for publically funded skills development is complicated. An interconnected set of institutions are involved in designing, supporting, resourcing and delivering the improvement of skills.

The Skills Funding Agency (SFA), an agency of the Department for Business, Innovation and Skills, manages the Government budget for all skills training after compulsory education finishes. The SFA funds Colleges and training organisations to help adults and young people obtain the skills they need for employment, supporting people both in and out of work. The SFA also funds and coordinates apprenticeships for all ages and the Adult National Career Service.

Full time Further Education, typically for those aged 16-18, who have chosen not to secure a job with training, or an Apprenticeship, is generally led by demand from learners and funded by the Education Funding Agency (EFA). It is crucial that pupils and students are informed about the skills they need to obtain jobs, and the type of jobs that are available, before they reach this age so they can make an informed choice for their future.

FE Colleges deliver far more than A Levels to school leavers, and they along with independent training providers, juggle a range of different funding pots, each with various 'strings' attached, to deliver training to individuals and employers who each have a particular set of circumstances that may or may not make them eligible.

Sometimes the training on offer can be determined by the availability of funds and not the exact needs of an employer or individual.

The current funding system does not facilitate flexible delivery and discourages collaborative working between providers. However our recent success with

European funding (ESF) through the 2013-15 'Skills Support to the Workforce' project has shown that local ownership and collaboration can have a much greater positive impact on our community than funding which is agreed without local input. We have an opportunity, through new EU funds, to truly influence what has previously been national delivery to national outcomes, and develop programmes that better meet local need. GLLEP has a notional allocation of £45m European Social Fund to support skills training and support.

That said there are restrictions on how Government permits European funding to be used. In future it can only be used to support higher level skills training (Level 3 and above) where other grants or loans schemes are not in place. For example, all those aged over 24 are required to take out a loan to study a level 3 qualification. Government will not permit ESF funds to be used instead.

There are a number of exceptions – for example some Level 5 qualifications – and we want to work with the SFA to make sure that our providers are fully aware of these exemptions. *Where we are not able to provide funding for full qualifications we will develop bespoke 'faster' courses using fundable units.*

Government has said it will consider exceptions to this funding rule if there is a strong local case why something should be funded by ESF rather than covered by a national grant or loan but exceptions will be few. We believe there are some sectors, in some locations, where a case for fully funded Level 3 qualifications can be made.

Government emphasis for public skills funding is currently on preparing the existing and future workforce for the opportunities on offer in the labour market and particularly through Apprenticeships.

It has recognised that the national skills funding system does not always provide the training required at local level and on that basis, in February 2015, published "Local Enterprise Partnerships (LEPs): increasing their influence on skills budgets".

The document is available at

<https://www.gov.uk/government/publications/local-enterprise-partnerships-increasing-their-influence-on-skills-budgets>

It outlines how colleges and training organisations will be required to engage with LEPs in geographic areas in which they have substantial delivery, and demonstrate how that delivery aligns with local economic development priorities. The Skills Funding Agency is willing to amend allocations to redistribute funding to meet local priorities and demands that the LEP identifies.

Our role in providing information about future job opportunities and skills needs is an important part of this, as is our role in tackling gaps in training.

Making progress

Since the production of the Skills Plan in 2010, the Employment and Skills Board has focused on a number of the priorities that were highlighted at the time.

In 2011 we completed a '[Ready for Work](#)' report that made four recommendations to partners and stakeholders based on what we learnt from employers and young people:

1. Ensure that school and college leavers have the right attitude to work
2. Ensure that school and college leavers have the right qualifications to obtain local jobs
3. Help school and college learners sell their employability skills and qualities through their CVs
4. Help local employers realise there is an expectation they will carry out an induction for new employees

These recommendations were aimed at labour market entrants (i.e. school and college leavers) but are relevant to other groups (e.g. long term unemployed).

Some of the recommendations rely on better transfer of information about industry, the world of work, what 'employability' means and accurate job vacancy trends to learners, parents and teachers.

In response to these recommendations a number of local initiatives have been undertaken that attempt to bring the world of work closer to schools, teachers, and students. Some of these were funded wholly by the Employment and Skills Board or partially with partners.

- A greater number of '[Have-a-Go](#)' skills events to get young people curious about vocational skills
- We [launched Aspirations](#), a magazine to inspire people about industry and the career possibilities in Greater Lincolnshire;
- A '[Go for Growth](#)' conference for teachers, and workshops aimed at school career advisors, providing information about the local economy;
- Support to help our small businesses recruit and induct more effectively

We provide information about our local economy to the Government's National Careers website and we continue to work with the nationally procured organisations delivering career advice to adults locally so that they are better informed.

The provision of careers advice to 16-18 year olds is arranged differently to the careers advice for those aged 19 and over, which has little face-to-face interaction. Schools are required to purchase careers advice for their students externally. We have supported most of the local organisations that deliver career advice services to schools.

The Board produced an [Apprenticeship plan](#), its main aim to raise awareness of vocational skills and to increase the number of Apprenticeships.

This led to a range of activities being delivered or piloted locally: establishing local [Apprentice Champions](#), hosting the local [Skills Awards](#), testing a [local ATA](#) model and [undertaking research](#) to understand gaps in provision.

Through these activities we found:

- Businesses, particularly small SMEs, value support to help them through the process of recruiting an Apprentice, which they find incredibly complicated
- Large inconsistencies in how and where Apprenticeship job vacancies are advertised
- Schools teachers are not clear about the Apprenticeship offer, and career advisors are not sure how to 'sell' the vocational route to young people when there is no guarantee of obtaining a Level 4 qualification with the same level of certainty as following an academic route.

It is important to note what we found through the pilot Apprenticeship Training Agency (a model that recruited and employed apprentices on behalf of the businesses, sourcing and arranging the most appropriate training from local providers, for a small fee).

It succeeded in creating Apprenticeships opportunities that would not have been otherwise. A considerable amount of time was taken to engage with hard-to-reach businesses and provide them with information about the Apprenticeship scheme which they were not familiar with.

Many of the Apprentices who were recruited by the host employer (the ATA), transferred to being directly employed by the business within a short time because they were shown how they could do it themselves and how it might

save them costs. This was a great result for the Apprentices and for the small businesses involved. It meant that forecasting income was difficult for the ATA.

Our experience shows that the Apprenticeship Training Agency name is confusing. Amongst those who are not familiar with the Apprenticeship system was an assumption that an ATA is a bank of pre-trained Apprentices. It is in fact an employment agency for Apprentices, with some that are linked to one training provider, and others that can source training wherever it is available.

It also showed that (like our very recent recruitment and induction pilot) small micro and family businesses will employ apprentices, or staff, if they have some hand-holding through the initial barriers and obstacles.

The 'pilot' ATA continues to provide solutions to businesses and is self-financing. An ATA scheme for the public sector is offered through the City of Lincoln Council. This is a different model in that it generally works with one training provider.


We are keen to see a solution to apprentice-sharing. Exploring how two or more small businesses can share one Apprentice, and how businesses operating in different seasons of the year can work together to provide a full year Apprenticeship opportunity.

Employment Agencies

Skills support to individuals employed by employment agencies was a pilot project that focused on delivering specific job skills for workers undertaking temporary employment in the food industry. As a result the participants were better placed to take up any permanent job opportunities. Two of the small cohort of ten found permanent jobs.

The project was made possible through collaboration by several publicly funded organisations and shows how better results can be achieved through coordinated activities.

The [Skills Support to the Workforce](#) project has provided our businesses with a range of training and support. For example, businesses in our Visitor Economy have been able to access customer service training aimed at enhancing the experience of visitors to our county. ***This project resulted from collaboration by the fund holder with a range of partners and stakeholders, including sector specialists, local businesses and trade associations.***



Through our work with local businesses we have found that employers are not always aware that local Colleges can provide training for their workforce. We have also learnt that Colleges are not able to engage with as many businesses as they would like about future growth plans.

We are keen to find solutions to this. As a starting point we have ensured that [advice about skills and training](#) is available through our Business Lincolnshire Growth Hub www.businesslincolnshire.com and we have published a brochure of our local training organisations that showcases how they can support business.

We are keen to explore links between funding for business support growth and the funding that provides qualifications to individuals in the workplace. These two systems are artificially separated.

In 2010 we highlighted the need to have better [local information](#) and we have achieved that. We commissioned three reports about what businesses mean when they say they have skills gaps, we have information from the recent LEP survey of 1500 local businesses, and we have information on the training needs of over 300 businesses from face to face interviews. We have been granted access to raw data from the Skills Funding Agency about the number of qualifications that it funds, and we have purchased information that provides a more accurate picture about local job vacancies and trends.

This information has enabled us to develop this strategy, but it does not solve the ongoing challenge of knowing the skills needs of a business on a monthly basis or as contracts change, and how providers can respond to those changes quickly.

We would like businesses to be better at planning and highlighting skills needs and having regular conversations with local colleges and training providers who in turn need to develop training that meets the needs of business in terms of content, outcome, duration and timing.

[We will help facilitate that.](#)

Apprenticeships

The number of residents starting an Apprenticeship has generally been on an upward trend for the last few years as the data below shows. A drop during 2013/14, due to the introduction of Advanced Learning Loans, appears to be temporary and data for the first 6 months of the current year is positive.

Individuals starting an Apprenticeship

	2010-11	2011-12	2012-13	2013-14	2014-15 (6 month point)
Lincolnshire	6,070	6,920	7,330	5,760	3,400
North East Lincolnshire	1,330	1,660	1,590	1,340	820
North Lincolnshire	1,520	1,700	1,820	1,520	1,010
Greater Lincolnshire	8,920	10,280	10,740	8,620	5,230
England	453,000	515,000	504,200	434,600	245,000

Source: <https://www.gov.uk/government/statistical-data-sets/fe-data-library-apprenticeships>

Number of Apprenticeship starts by Age

	2011-12			2012-13			2013-14		
	Under 19	19-24	25+	Under 19	19-24	25+	Under 19	19-24	25+
Lincolnshire	1,700	2,230	2,990	1,760	2,290	3,270	1,660	2,110	1,980
North East Lincolnshire	450	490	720	380	520	690	350	450	540
North Lincolnshire	450	520	740	440	560	820	520	530	470
Greater Lincolnshire	2,600	3,240	4,450	2,580	3,370	4,780	2,530	3,090	2,990
England	128,600	159,700	226,700	113,000	163,500	227,700	118,200	157,100	159,300

Source: <https://www.gov.uk/government/statistical-data-sets/fe-data-library-apprenticeships>

24+ Advanced Learning Loans were introduced in August 2013; requiring individuals aged 24+ to take out loan to pay for learning at Level 3 and above. Data shows that the numbers of Apprenticeship starts were directly affected. In February 2014 the policy changed and Apprenticeships are once again funded via the Adult Skills Budget.

We want to ensure that a good proportion of our young people are taking up Apprenticeship opportunities.

An analysis of the proportion of our 16-18 year old residents shows that most of the areas across Greater Lincolnshire are performing in line with or better than the national average by the age of 18 years old.

	Apprenticeship Starts Age 16-18 2013/14	16-18 Population (2013 Mid-Year Estimates)	Proportion of 16-18 year olds starting an Apprenticeship
Boston	138	2,251	6.1%
East Lindsey	266	4,449	6.0%
Lincoln	217	3,245	6.7%
North Kesteven	303	3,987	7.6%
South Holland	222	3,159	7.0%
South Kesteven	275	5,306	5.2%
West Lindsey	240	3,610	6.6%
North Lincolnshire	520	6,099	8.5%
North East Lincolnshire	354	5,956	5.9%
Greater Lincolnshire	2,535	38,062	6.7%
England	118,200	1,947,423	6.1%

Data based on learner's home postcode.

Source: <https://www.gov.uk/government/statistical-data-sets/fe-data-library-apprenticeships>
and Office for National Statistics

However it is clear from the analysis of 16-17 year olds (please see Appendix, page 52) that a large proportion, in some areas nearly half of the Apprenticeship starts, are within the 18 age bracket. We want to increase the number of 16 year olds starting Apprenticeship training. We also want to reduce the number of 17 year olds who drop out of A Level or similar half way through their course.

We expect all schools and colleges to ensure that their young people are aware of Apprenticeship opportunities so they can make an informed decision when they reach the end of Year 11 (end of 5th Year) about whether to pursue a job with training and start their careers, or remain full time at school or college.

In areas where participation is low we will explore whether this is a result of fewer apprenticeship opportunities or lower levels of learner interest.



The Skills Mismatch

A skills mismatch is the difference between skilled workers and the job vacancies requiring those skills.

It is difficult to calculate the true cost to the economy of a skills mismatch but individual organisations know how expensive it is to continue trying to recruit to positions that they cannot fill. Research by the Centre for Economic and Social Inclusion (CESI) estimates there are hundreds of thousands of skilled positions across the UK that remain vacant.

For many years the information available about job vacancies, via the Office for National Statistics, was taken from the vacancies listed with local Job Centres. We know from our own analysis that these vacancies were only part of the picture, and have likely skewed the perception that our young adults have of the higher skilled and technical job opportunities available within our area. Access to real time information about online job vacancies has proved to be a successful 'myth buster'. Some of our Colleges have purchased access to this information, which will support them in planning their curriculums and provision.

Nursing and teaching continue to be amongst the largest and most persistent job vacancies across Greater Lincolnshire. Other persistent vacancies include Programmers and Software Developers, Production Managers, Medical Practitioners and Mechanical Engineering.

It is not possible to provide an accurate and complete analysis of the current training offer in comparison to our industry structure, partly because of the way training is funded and information is recorded, and that a number of subjects e.g. Business Administration, are generic and of use across most sectors.

However an analysis of our local industry structure and Apprentices has shown that consideration should be given to particular geographies and subjects.

There were low numbers of construction apprentices starting in the Aug 2013/ July 14 period across the entire area in relation to our industry structure. In light of the housing growth ambition within the Strategic Economic Plan, efforts should be made to increase numbers. Number in South Kesteven, North East Lincolnshire and South Holland are particularly low in comparison to industry in those areas.

Likewise, Lincoln and North Kesteven did not appear to have sufficient number of residents taking up a Manufacturing or Engineering Apprenticeship in relation to local industry structure in 13/14. East Lindsey and Lincoln have noticeably fewer residents taking up Apprenticeships in Information and Communication Technology in relation to the industry in those areas.

We would also like to see higher numbers of Retail Apprenticeships in place of Customer Service where that is what a business needs. We know that some businesses have struggled to access retail provision.

We will work with sector group and local partners in these areas to explore this and continue to monitor the statistics and what businesses and providers tell us.

In addition to technical and practical skills, employers tell us they have skills gaps across a range of skills that are often considered to be 'employability' skills. Locally, and across the UK (source: UKCES Employer Skills Survey 2013) employers find it most difficult to obtain the following from applicants: *written skills, team working, good customer handling, oral (communication) skills, problem solving, basic computer literacy and advanced IT skills.*

We will ensure that activity we commission in the workplace and for those out of work, support these skills.

We also know from a recent project with 300 local businesses that training for team leaders, supervisors, managers and leaders is required but not available or accessed by the large number of businesses who told us that want it.

We will commission activity to look at how this training – whether free, chargeable, bite-size, sector specific and at all levels – can be offered in a flexible and accessible way across the whole area.

Our Sectors and Communities

Visitor Economy

The GLLEP's vision for the Visitor Economy in Greater Lincolnshire is to double the real value (currently estimated to be worth £1bn annually) of the sector to the local economy by 2020.

The visitor economy employs around 39,000 people and is worth £1bn to the Greater Lincolnshire economy

Significant changes are taking place in the Visitor Economy / Tourism sector at national and regional level, and the nature of the sector in Greater Lincolnshire is also undergoing fundamental change. There are major programmes of investment such as in Lincoln Castle to support the 800th anniversary of Magna Carta and private investment on the Coast by organisations such as Bourne Leisure. It is crucial to ensure the availability of appropriate skills training in order to support the capacity of businesses in the sector to develop and grow.

It is important to bear in mind that while there are specific and bespoke skills required within this sector, the general skills set is transferrable and can impact in other sectors such as Care and Retail for example.

The main skills drivers for this sector are identified as:

- Significant recruitment challenges for employers particularly in peak season, although this relates to the quality of the applicants in terms of work readiness rather than the numbers applying for vacancies
- Employers, particularly those based on the coast, have identified challenges in terms of high staff turnover and shortage of some specific skill sets.
- Career progression to higher level, full time jobs is not clearly articulated particularly when the entry level roles are often part time and/or seasonal.
- Greater Lincolnshire has established training providers who offer a range of support, however there is a need to ensure that progression routes are clear and accessible.

Strategic focus

- The impact of seasonality on employment opportunity particularly on the Coast
- The need to ensure that potential employees are work ready

- There is a negative perception of the industry in terms of longer term career opportunities
- More effective support is needed for small and micro businesses to identify the skills needs and to deliver appropriate support
- Working with the Universities, FE Colleges, Training Providers and employers to develop and improve the skills offer and ensure that clear career progression is supported.

Sector Actions

1. Work with stakeholders to build on the work already achieved in the Visitor Economy sector plan, ensuring that we identify long term skills needs, a 'learner journey' and identify training.
2. Work with local stakeholders and employers to raise the profile of the sector as a good career choice; ensure that potential candidates are ready to take up opportunities.
 - a. Encourage linkages between employers and training providers
 - b. Make effective use of work experience opportunities to enable individuals to gain broader experience of the opportunities available.
3. Identify / develop options for overcoming the barrier to apprenticeships in the sector created by the seasonal nature of employment in this sector and the minimum duration of an apprenticeship.
4. Continue delivery of the nationally recognised 'World Host' customer service training to front-line staff, that we supported by enabling our own providers to deliver, and enhance the offer by offering training for managers and supervisors.
5. Develop and deliver training to support employers and business owners that will enhance and grow their business. For example, using new technologies such as social media, or improved recruitment and other HR practices,

Health and Care

There are over 50,000 employed within this sector

The GLLEP recognises the potential to deliver a world-class health and care sector in Greater Lincolnshire that is strong and vibrant and based on innovative and collaborative partnerships. There are significant opportunities for developing and embedding innovation across the NHS:

- The new Schools of Life Sciences and Pharmacy at the Lincoln Science and Innovation Park.
- Deploying assistive technology and ensuring housing stock can meet the 'whole-life' needs of residents.
- Providing the right environment for local research, innovation, technology and service provision.
- Strategies to ensure that Health and Care is seen as an excellent sector to work in, offering a broad range of training, development and career progression opportunities.

There are some major challenges facing the Health and Care sector in Greater Lincolnshire over the next few years such as:

- Meeting the rising demand for services, whilst operating within constrained resources.
- The increased expectations for Health and Care service outcomes from a growing, ageing and more demanding population.
- Achieving the right balance between the demand for technically complex healthcare in future while at the same time making sure that excellent routine care will still be delivered where it is needed. Ensuring that relevant skill training is available for both types of care.
- Training effective leaders and supervisors to support these increasingly diverse skill sets within the paid and volunteer workforce.
- A significant gap in the higher level and management skills available locally will continue to increase unless the root causes are addressed:
 - Improving the capacity of the sector to attract entry-level candidates, this is particularly true for younger people who do not see the Health and Care sector as an attractive career option.
 - The impact of an ageing workforce and high rates of retirement.

Actions need to be taken to address these challenges, and to ensure that there is a clear, coherent and accessible career path into the sector that identifies development opportunities and supports individuals to choose to work in the sector for the long term.

The main skills drivers for the Health and Care are:

- The requirement to balance demand for more complex care with constrained resources that requires increasing use of technology and a more highly skilled workforce, making best use of new technologies and innovation in delivery of services.
- The need to maintain excellent levels of routine care as demand for services increases
- Ensure that the Health and Care workforce are supported by effective and well trained supervisors and managers
- Build the capacity of private organisations to deliver Health and Care support
- Building capacity within communities to offer support to older people in developing resilience and self-sufficiency

Strategic focus:

- To support research, development and innovation across the Health and Care sector, stimulating collaboration between clinicians, researchers and businesses through Knowledge Transfer Partnerships and related activity.
- To develop the skills base of the Health and Care sector through enhanced information, advice and guidance, increased take up of Apprenticeships and other training opportunities, and to support long-term workforce recruitment and retention.
- Work collaboratively with the Sector, training providers and public sector partners to develop clear, coherent skills progression pathways i.e.
 - Skills for the workforce – higher level technical skills, care skills, management and supervisory training
 - Skills for volunteers – skills development to enable increasing contributions from those who are volunteering to deliver services across the sector.
 - Skills for carers and service users – skills development to enable people and carers to deal with and adapt to their changing circumstances thus building resilience and self sufficiency

Sector Actions

1. Continue to raise the aspirations of employers and dispel myths about the sector in order to attract and retain motivated employees, ensuring excellence of care and sustainable growth
 - a. Support the availability and development of leadership and management/supervisory and entrepreneurial skills offers
 - b. Support the development and delivery of technical qualifications through clear and coherent career pathways.
 - c. Support the delivery of appropriate training provision which builds the capacity of volunteers and communities to respond to the needs of local residents.

A great deal of work is already underway, particularly within the care sector as a result of the recent Skills Support to the Workforce project, with regular Care Sector Manager meetings established and the Sector Skills Council, Skills For Care, I-Care Ambassador scheme being rolled out see <http://www.skillsforcare.org.uk/Finding-and-keeping-workers/I-CareAmbassadors/I-Care-Ambassadors.aspx>

2. Improve Information, Advice and Guidance in schools and colleges (including career paths and sector information)
3. Improve vocational routes i.e. Traineeships / Apprenticeships / Study Programmes including the development of higher level apprenticeships. If necessary agree collaborative funding packages, making use of GLLEP, EFA, SFA and ESF monies to ensure improved delivery of and access to vocational training
4. Support continued professional development offers and postgraduate qualifications, ensuring clear progression routes through FE and HE provision and greater take up of provision
5. Support the development and delivery of mentoring and volunteering programme

Manufacturing and Engineering

This sector employs around 39,000 people across Greater Lincolnshire and contributes £1.8bn to the local economy.

Greater Lincolnshire has a long and distinguished heritage in manufacturing and engineering and driving growth in this sector is a priority for the GLLEP in developing our economy through to 2030.

Partnerships between local industry and the training & education sector are crucial to development, particularly for research and innovation. The Engineering School at the University of Lincoln and the University Technical Colleges ensure that we are growing our own engineers for the future, when there will likely be national shortages. At the moment some of our businesses struggle to recruit experienced and technical staff.

The sector continues to develop. The industrial site at Teal Park in North Kesteven provides capacity for Siemens and its supply chain, and companies, for example Bifrangli in Lincoln, are investing millions of pounds in their local sites.

The LEP wants to deliver:

- a responsive infrastructure for economic growth
- increased skill levels, in particular, there will be a focus on driving up demand for the knowledge and skills which will subsequently help manufacturing businesses to adapt new technologies and create new products.
- A vibrant sector that provides a positive career option for young people and attracts new employees into the area.

The main skills drivers for the Manufacturing/Engineering sector are:

- Significant numbers of businesses identified skills gaps in their workforce, particularly at a technical management level
- The impact of skills gaps means that companies are often not able to bid for or are losing out on growth opportunities
- Lack of higher level skills in the workforce restricts the ability of businesses to innovate and/or improve their products with the resulting loss of competitive advantage
- SMEs and smaller rural businesses identify the loss of skilled employees to larger organisations once they have been trained as a factor when considering the take up of training opportunities for their workforce.

- An ageing workforce and the impact of retirement means that attracting younger people into the sector is crucial for its future viability

Particular difficulties were identified in recruiting mid-level technical staff such as production engineers

Strategic focus:

- To support collaboration between industry and the skills providers to ensure a continued focus on delivering world-class research and development activity which has the capacity to benefit all areas of the sector.
- To work with employers and training providers to identify general and more specific skills needs in order that local solutions can be developed to meet these needs
- Targeted use of ESF funding to look at ways in which SMEs and smaller rural companies can be supported in addressing skills gaps and thus minimise the investment risk for smaller businesses in the take up of skills training.
- Removing the significant barriers to addressing skills gaps including:
 - The lack of locally available training provision
 - The cost of training courses
 - Difficulty in accessing courses which addressed particular or specialist skills areas

To work with employers to ensure the vision of the new Humber UTC is achieved - to be the global centre for Renewables & Engineering. The Humber UTC, based in Scunthorpe, opening for 14-19 year olds in September 2015.

Sector Actions

We have contributed to the production of a manufacturing sector plan, due to be published shortly, that highlights the work already being done in the sector. T

1. Continue to support the development of world-class, industry-focussed research and development activity at the University of Lincoln School of Engineering and:

- a. Deliver an extensive programme of business engagement to facilitate technology transfer and commercialisation
 - b. Develop an integrated package of business advice and support for manufacturing and engineering firms.
2. Encourage employer engagement in apprenticeships (including higher apprenticeships) and workforce development through a range of measures to de-risk investment in training such as use of ESF funds to support training and development in the workplace.
3. Increase the employment of graduates, particularly in SMEs
 - a. Identify work readiness skills required by graduates and put in place skills development courses and support
4. Develop a programme to promote specific manufacturing / engineering skills and careers such as production engineering to young people and ensure that appropriate training opportunities are available.
5. Where appropriate replicate successful employer led groups, such as the Rural Skills Hub in East Lindsey, that meet to share best practice and influence training provision.

Agri-Food

The Greater Lincolnshire food chain – "from farm to fork and trawler to table" employs over 100,000 people, generating over £3,4bn to the economy

Greater Lincolnshire has the UK's largest and most progressive food sector. The Food and Drink sector has seen significant growth over the last 6 years, growing faster than other major industries in the UK and this growth has been mirrored in the GLLEP area.

This has generated a much wider economic impact for the area, with a broad range of linked sectors such as logistics, packaging materials, construction, and business services, all of whom are delivering services within the food chain in the GLLEP, benefitting from this growth.

Four main clusters can be identified within the Greater Lincolnshire area

1. Seafood (Humber Estuary)
2. Fresh Produce including Horticulture / Processed foods (South Holland/Boston area)
3. Poultry production (geographically dispersed)
4. Arable production (geographically dispersed)

(Seafood and Fresh Produce are well established and in recent years have emerged as centres of skills, business and technical support)

In skills terms, the sector does face challenges for the future if it is to increase its contribution to the Greater Lincolnshire economy by 2030. The Greater Lincolnshire Agri-food Sector Plan 2014-2020 sites the following as a focus for issues that need to be addressed:

- a relatively poorly developed local research infrastructure
- an over-reliance on migrant workers
- and the need for higher level skills in order to adopt new technologies

Specific skills drivers for the sector:

- Significant span in types of jobs and their skills needs – range from agricultural jobs where lower skills are needed through to food processing where higher skill levels are required such as the growing development and use of 'big data' which requires highly skilled analysts.
- Employers identify a range of skills needs in their existing workforce ranging from literacy/numeracy, technical and job specific as well as leadership and management

- Agricultural workforce has been in decline although small increases have been seen since 2009
- Food processing jobs have been increasing steadily since 2012.
- A strategic weakness is that the food chain has become very dependant on migrant labour, not only in seasonal jobs but increasingly in longer term and supervisory roles. There are concerns that the level of highly skilled migrants cannot be guaranteed, and it is important to ensure that young people as well as the local workforce are attracted into the industry and have access to appropriate skills training.
- Rapid adoption of technology is creating demand for higher level skills as the need to attract motivated, educated staff into the industry increases.

Strategic focus:

- Development of a detailed skills plan which links strategic skills development into the planning for growth in the sector
- Delivery of higher level skills to support new technologies so that industry can compete, develop and grow in line with GLLEP SEP priorities
- Linking the potential for increased local research infrastructure to the delivery of an appropriately skilled workforce
- Need to attract young people/local people: risks to the sector from an ageing workforce and current over-reliance on migrant workers
- Work with the Universities, FE Colleges, Secondary Schools, Training Providers and employers to develop and improve the coherence of the skills offer to ensure that clear skills progression is available, accessible and supported.

Sector Actions

1. Support the sector to produce a skills plan for the four clusters (Seafood, Fresh produce/food processing, Poultry and Arable.) Development of technology, engineering and management skills provision to meet needs of food chain.
 - a. Identify gaps, short/medium term and developmental skills needs
 - b. Identify what is available and where, as well as the way in which these link together
 - c. Set out 'learner journey' and identify gaps/pinch points
 - d. What is currently offered, what is needed, actions identified to fill gaps
 - e. Set out short, medium and longer term objectives linked to funding opportunities

We will do this through working with the new Greater Lincolnshire Food Board and the existing Agricultural and Horticultural Forum.

2. Develop a way for employers and providers across the Agri-food sector to collaborate on skills development / delivery. We want to double the numbers of food science graduates in 5 years and increase FE agriculture and food apprenticeship numbers, as well as develop clear progression routes to encourage HE and postgraduate progression
3. Develop strategy to deliver improved interest / take-up of foundation Agri-food skills provision by young people in GLLEP area and access funding to support delivery
4. Access funding to deliver in-work support to develop skills of existing employees in the Agri food sector particularly focussing on current skills shortage areas identified in the detailed Skills Plan. We will work with SFA and Defra to ensure that funding for work force training works – making sure that whether individuals are working in farms, or manufacturing, they are able to access relevant training.
5. Secure RDPE skills funding for water efficiency courses for Agri-food industry

Port and Logistics

This sector employs approximately 18,000 people

The Ports and Logistics sector within Greater Lincolnshire is focused on the Humber Ports and in particular Grimsby and Immingham. The proposed Able UK port related developments will be significant to the future joint growth agenda being pursued by both Greater Lincolnshire LEP and the Humber LEP. The Humber Ports are experiencing year on year growth, and 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.

The Able Marine Energy Park is the largest Offshore Wind Park in Europe, and will provide 1,389 of quay purpose and is designed to support the demands and specific requirements of the emerging renewables sector.

In addition to import/export related activities (which includes the chemicals and automotive sectors), the port underpins the seafood and Agri-food sector for Greater Lincolnshire and provides a unique source of competitive advantage for the developing environmental technologies sector. Greater Lincolnshire also includes the port of Boston.

Local Growth Fund priorities emphasise the need to deliver increased support for targeted skills development. The Port of Grimsby access and employment programme, for example, aims to deliver job opportunities through the potential for increasing transport/logistics activity. Availability and access to increased appropriate skills provision at all levels will be crucial to supporting this ambition

The main skills drivers for the Ports and Logistics sector align across the general and transferrable skills needs of other key sectors in the GLLEP area.

- The need to ensure that the skills base for this and supporting sectors is maintained and developed – e.g. airline training, currently not available in the area
- Inconsistent availability of specific skills training such as Forklift and transport related provision which limits access across the whole Greater Lincolnshire area
- Relatively low employer investment in training opportunities such as apprenticeships and vocational training.

Strategic focus:

- To support the development of a full range of job opportunities from entry-level to higher skilled roles underpinned by appropriate and accessible training provision
- Ensuring that options are developed for delivering specific training needs across the Greater Lincolnshire area
- Encourage employers to invest in apprenticeships and appropriate training provision which support the development of a broad skills base and take up of job opportunities.

Sector Actions

1. Work with GLLEP and Humber LEP partners, employers and training providers to ensure that:
 - a. The training needs of this and related sectors are clearly identified and a detailed delivery plan is developed
 - b. Provision is delivered in a co-ordinated, coherent way which supports access
2. Work with funders, providers and employers to look at ways in which specific skills training needs can be co-ordinated and delivered in a cost-effective way according to the needs of the sector e.g. off-shore wind maintenance, adding off-shore training elements (transfer from vessels & ladder climbing) to existing training such as electrician.
3. Work with employers to increase investment in incremental skills training such as apprenticeships and vocational training

Low Carbon/Renewables

The GLLEP identifies significant scope for Greater Lincolnshire to develop and thrive within a low carbon economy:

- by encouraging and facilitating businesses to reduce waste throughout their processes and become resource efficient,
- by building resilience to outside pressures of fluctuating resource and raw material costs, thereby promoting and realising sustainable economic growth.

This is significant for the Agri-food and Manufacturing sectors as they are particularly susceptible to fluctuation in resource and raw material costs.

There are considerable 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.

A consistent supply of appropriately skilled individuals is key to further developing the competitiveness of businesses within this sector, ensuring that employers are able to innovate and grow.

The main skills drivers for the Low Carbon sector cover specific sector based skills and align across the general and transferrable skills needs of other key sectors in the GLLEP area.

- The need to ensure that emerging, relatively underdeveloped skills provision for the Low Carbon sector is available to meet the needs of businesses and is accessible to individuals
- Lack of awareness of the opportunities for employment and career development with the emerging Low Carbon sector
- Relatively low employer investment in training opportunities such as apprenticeships and vocational training and the need to ensure that appropriate courses are developed locally.

Strategic focus:

- To support the development of a full range of job opportunities from entry-level to higher skilled roles underpinned by appropriate and accessible training provision which meets the needs of employers within the sector
- Raise awareness and promote take up of opportunities for employment and career development
- Encourage employers to invest in apprenticeships and appropriate training provision which support the development of a broad skills base and take up of job opportunities.

Sector Actions

1. Work with GLLEP and Humber LEP partners, employers and training providers to ensure that:
 - a. The training needs of this and related sectors are clearly identified and a detailed delivery plan is developed
 - b. Availability of specifically identified skills training to fill short term gaps
 - c. Provision delivered in a co-ordinated, coherent way which supports access
2. Work with GLLEP and Humber LEP, employers and providers to raise awareness of and promote access to employment opportunities and career development within the sector .
3. Work with employers to increase investment in incremental skills training such as apprenticeships and vocational training

Tackling Vacancies, Helping People Back into Work

There are many factors influencing a community's capacity for social inclusion and an individual's ability to participate fully in the economic life of their community. Greater Lincolnshire has pockets of deprivation in its city, towns, and across its rural communities. It has a higher than average percentage of its young adults (18-24 year olds) claiming job seekers allowance. The overall total is down by 4,198 compared to the same time last year and the total number of youth claimants has fallen by 1,455.

Number of Greater Lincolnshire residents claiming Job Seekers Allowance (JSA) June 2015

	Total Claiming JSA	Total Claiming JSA Age 16-24
Over 1 year	3,695	515
Over 2 years	2,175	230
All	13,120	3,170

Source: ONS

N.B. School leavers, i.e. those who are finishing their GCSEs this year, are now required to remain in some form of education or job with training until the age of 18. Therefore 16-18 year olds are not eligible to claim JSA.

45 per cent of all job seekers have been claiming JSA allowance for over 6 months which is in line with the national figure. However we want to ensure that the Government schemes in place are more effective in supporting those who are seeking jobs and offer tailored support as quickly as possible, to ensure that individuals can return to work.

In addition to the number shown above claiming Job Seekers Allowance, there are also 139,900 residents who are classed as economically inactive, that is, they are not currently claiming JSA and are not actively seeking a job. See page 47 for more information. Over 32,000 of these would like to have a job and may, with support, be able to return to work.

Supporting individuals and communities to engage with and benefit from the economic development of their local and wider areas is crucial to underpinning sustained growth.

Sustained economic prosperity for the priority sectors identified is dependent on the availability of a range of higher level skills and specific expertise. It is also essential to ensure that individuals with low or no skills have access to the support and skills development that they need in order to participate fully and benefit from increasing economic prosperity.

Employers identify skills gaps focusing on sector technical or managerial skills however, lack of aspiration, poor work readiness and low levels of literacy and numeracy can be just as significant a barrier to developing an effective local workforce, and in the longer term impact on the potential for sustained economic development. Poor work readiness was identified by local employers in the Ready for Work report in June 2011 as a significant barrier to employment.

For those communities experiencing the highest levels of deprivation and social exclusion, it is essential to build these employability skills through locally delivered provision which not only increases the potential of individuals to move into work, but also enables these individuals, their families and communities to develop local resilience and a community voice which makes it possible for them to take an active part in the decision making processes which affect their lives.

Rurality can be a particular barrier to skills development as it is often associated with poor accessibility to training and support. Current national skills funding models tend to favour a one size fits all, urbanised delivery ('economic class sizes, centralised venues, provider specialisation) which can often disadvantage rural communities. The focus of the Skills Plan on increasing social inclusion is to support a more flexible approach to funding skills provision by making use of a range of funding streams to enable a more localised, collaborative 'foundation' skills offer to be available to the communities of Greater Lincolnshire.

Financial and digital literacy, English and Maths as well as volunteering and mentoring skills are amongst some of the priority areas for skills development across all communities. Making effective use of Community Learning funding for delivering provision at local level is vital as well as being a catalyst in the creation of added value opportunities through the involvement of the voluntary and community sector in meeting local needs.

The main skills drivers are identified as:

- Making sure that everyone benefits from Greater Lincolnshire's economic growth
- Changing perceptions about important sectors and vocational education to encourage more young people consider them as a career choice
- Ensuring that individuals of all ages are supported with accurate information and advice so that they can make informed choices
- Supporting individuals to develop the 'employability' skills they need to be able to take up employment opportunities
- Making it easier for individuals of all ages to access skills training which is relevant and appropriate to their needs

Strategic focus:

- improve literacy and numeracy levels
- Support lifelong learning
- Deliver targeted support to socially excluded and disadvantaged communities
- Better understand the reasons for high youth unemployment
- Develop partnerships between colleges and secondary schools to ensure the best education path for learners

Actions

1. To refocus currently piecemeal information, advice, employment and skills data to deliver a coherent skills/knowledge base which provides an appropriate, targeted resource for use by all stakeholders and reduces duplication
2. To review the availability and delivery of 'foundation' skills training across the GLLEP area and develop a comprehensive skills delivery plan which focuses on English and Maths, Work Readiness and building community resilience
 - a. Work with employers, providers, third sector organisations and communities to develop, resource and deliver the 'foundation' plan
 - b. Support and build capacity within third sector organisations to develop and deliver skills development projects within local communities
 - c. Work with stakeholders and training providers to ensure accessible progression from 'foundation' provision into mainstream training

3. Further support and develop the Community Learning Trust concept to make effective use of SFA Community Learning within the GLLEP area and ensure that this is used to lever in funding from other sources to further develop the community learning offer within Greater Lincolnshire
4. Learn from the Greater Lincolnshire Talent Match programme, supporting 'hidden' unemployed young adults
5. Where the Adult Skills Budget is not being used to support people to read (Entry level literacy) we must unlock barriers and reduce some of the risk to providers who are choosing not to fund this activity.

Appendices

Qualifications

Proportion of **Greater Lincolnshire** residents and their highest qualification level

Highest Level of Qualification	All categories: Age 16 and over	Age 16 to 24	Age 25 to 34	Age 35 to 49	Age 50 to 64	Age 65 and over
No qualifications	27%	12%	11%	12%	27%	57%
Level 1 qualifications	15%	20%	15%	21%	14%	6%
Level 2 qualifications	17%	30%	20%	20%	14%	7%
Apprenticeship	4%	3%	2%	3%	6%	6%
Level 3 qualifications	12%	23%	19%	13%	9%	4%
Level 4 qualifications and above	20%	9%	27%	26%	23%	14%
Other qualifications	5%	3%	7%	5%	6%	6%

Proportion of **England** residents and their highest qualification level

Highest Level of Qualification	All categories: Age 16 and over	Age 16 to 24	Age 25 to 34	Age 35 to 49	Age 50 to 64	Age 65 and over
No qualifications	22%	10%	9%	12%	25%	53%
Level 1 qualifications	13%	17%	12%	18%	13%	6%
Level 2 qualifications	15%	27%	15%	17%	13%	8%
Apprenticeship	4%	3%	1%	3%	5%	6%
Level 3 qualifications	12%	26%	15%	12%	9%	4%
Level 4 qualifications and above	27%	14%	41%	34%	28%	18%
Other qualifications	6%	3%	7%	5%	6%	6%

Source: Census 2011

GCSE Achievement

Pupils at the end of Key Stage 4, State Funded Schools

	Number of end of key stage 4 pupils	Number achieving GCSE and equivalent 5+A*-C grades	Percentage achieving GCSE and equivalent 5+A*-C grades	Number achieving GCSE and equivalent 5+ A*-C including English and maths GCSEs	Percentage achieving GCSE and equivalent 5+ A*-C including English and maths GCSEs
North East Lincolnshire	1,845	1,607	87.1	1,079	58.5
North Lincolnshire	1,945	1,739	89.4	1,104	56.8
Lincolnshire	8,274	6,992	84.5	5,113	61.8
Greater Lincolnshire	12,064	10,337	85.7	7,297	60.5
England	569,121		83.1		60.8

Source: Department of Education

<https://www.gov.uk/government/publications/gcse-and-equivalent-results-in-england-2012-to-2013-revised>

Key Stage 4 is the legal term for the two years of school education which incorporate GCSEs, and other exams, normally known as Year 10 and 11, (formerly 4th and 5th year) when pupils are aged between 14 and 16 (in England and Wales).

Greater Lincolnshire's Future Occupation Forecast

Occupation	Current Jobs (2012)	Change 2012-2022	Replacement Demand	Total Requirement 2012-2022
11 Corporate managers and directors	30,000	6,000	12,000	18,000
12 Other managers and proprietors	17,000	1,000	8,000	9,000
21 Science, research, engineering and technology professionals	21,000	4,000	7,000	11,000
22 Health professionals	18,000	4,000	8,000	11,000
23 Teaching and educational professionals	17,000	0	7,000	8,000
24 Business, media and public service professionals	18,000	3,000	8,000	11,000
31 Science, engineering and technology associate professionals	7,000	1,000	2,000	3,000
32 Health and social care associate professionals	4,000	1,000	2,000	3,000
33 Protective service occupations	6,000	-1,000	1,000	1,000
34 Culture, media and sports occupations	5,000	1,000	2,000	3,000
35 Business and public service associate professionals	28,000	5,000	11,000	15,000
41 Administrative occupations	37,000	-2,000	16,000	14,000
42 Secretarial and related occupations	12,000	-4,000	5,000	2,000
51 Skilled agricultural and related trades	12,000	-3,000	6,000	3,000
52 Skilled metal, electrical and electronic trades	23,000	-2,000	7,000	5,000
53 Skilled construction and building trades	17,000	0	5,000	6,000
54 Textiles, printing and other skilled trades	9,000	-4,000	3,000	-1,000
61 Caring personal service occupations	40,000	11,000	18,000	29,000
62 Leisure, travel and related personal service occupations	10,000	1,000	5,000	6,000

71 Sales occupations	32,000	-3,000	12,000	9,000
72 Customer service occupations	9,000	2,000	3,000	5,000
81 Process, plant and machine operatives	20,000	-5,000	6,000	0
82 Transport and mobile machine drivers and operatives	21,000	1,000	9,000	10,000
91 Elementary trades and related occupations	13,000	0	5,000	5,000
92 Elementary administration and service occupations	41,000	-1,000	15,000	15,000
Total	468,000	18,000	182,000	200,000

Source: *Working Futures*, Warwick Institute for Employment Research / Cambridge Econometrics, 2014.

NB. Due to the models used in forecasting, larger numbers are statistically more reliable. The smaller the number, the less accurate it will be.

Apprenticeship Starts by Level

	Intermediate Level Apprenticeship			Advanced Level Apprenticeship			Higher Apprenticeship		
	2011-12	2012-13	2013-14	2011-12	2012-13	2013-14	2011-12	2012-13	2013-14
Lincolnshire	4,150	3,930	3,730	2,720	3,260	1,940	60	130	90
North East Lincolnshire	1,020	910	900	620	640	420	10	30	30
North Lincolnshire	1,060	970	990	630	810	510	10	40	20
Greater Lincolnshire	6,230	5,810	5,620	3,970	4,710	2,870	80	200	140
England	325,500	289,300	282,900	185,800	205,200	142,700	3,700	9,700	9,000

Source: <https://www.gov.uk/government/statistical-data-sets/fe-data-library-apprenticeships>

Proportion of 16-17 year old starting an Apprenticeship in 2013/14

	Apprenticeship Starts Age 16-17 2013/14	16-17 Population (2013 Mid-Year Estimates)	Proportion of 16-17 year olds starting an Apprenticeship
Boston	75	2,251	4.8%
East Lindsey	135	4,449	4.5%
Lincoln	114	3,245	5.8%
North Kesteven	203	3,987	5.1%
South Holland	175	3,159	6.3%
South Kesteven	286	5,306	7.0%
West Lindsey	111	3,610	5.1%
North Lincolnshire	159	6,099	4.5%
North East Lincolnshire	134	5,956	5.5%
Greater Lincolnshire	1392	38,062	5.5%
England	Not available	1,947,423	Not available

Data based on learner's home postcode.

Source: 16-17 year old Apprentice numbers sourced from the Data Cube, a set of pivot tables containing some raw data from the Individual Learner Record that is provided to the LEP by the Skills Funding Agency.

Greater Lincolnshire Economic Inactivity (April 2014-March 2015)

	Greater Lincolnshire	Greater Lincolnshire	East Midlands	Great Britain
	Number	%	%	%
Total	139,900	21.9	22.4	22.6
Student	24,200	17.3	25.3	26.5
looking after family/home	36,600	26.2	23.2	25.4
temporary sick	2,800	2	1.9	2.2
long-term sick	34,900	25	23	21.6
discouraged	#	#	#	0.5
retired	27,400	19.6	16.4	14.3
other	13,600	9.7	10	9.5
wants a job	32,100	22.9	23.3	24.5
does not want a job	107,800	77.1	76.7	75.5

Source: ONS annual population survey

Please note, that the Annual Population Survey from the ONS speaks to very few people within our local areas and is therefore only an indication rather than an actual measure.

Sample size too small for reliable estimate

Notes: numbers are for those aged 16-64

% is a proportion of those economically inactive, except total, which is a proportion of those aged 16-64

Produced in consultation with partners by



Greater Lincolnshire
**Employment
and Skills Board**

Realising a shared future through economic ambition

