



GREATER LINCOLNSHIRE LEP

Annual Delivery Plan
FY22/23

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1. FOREWORD FROM THE CHAIR

Greater Lincolnshire LEP is one of 38 Local Enterprise Partnerships (LEPs) in England, delivering its core mission of driving inclusive economic growth. Our unique “triple helix” structure of bringing together public, private, and academic leaders has helped unlock economic opportunities, improving the places where we work, live, and visit. Our Delivery Plan for 2022-23 continues to build upon the work we have delivered for over a decade across Greater Lincolnshire, against a rapidly changing political and economic landscape.

The importance of delivering locally led and inclusive economic growth is even more important as we emerge from an unprecedented pandemic and enter an unpredictable global political and economic upheaval from the Russia-Ukraine war. At the same time our businesses and communities are adjusting to the UK’s exit from the European Union. From rising energy prices to the cost of raw materials, interrupted supply chains and labour challenges our businesses and communities need our support more than ever.

As a Company Limited by Guarantee, Greater Lincolnshire LEP is agile, responsive and flexible and can work at speed to meet the needs of our businesses. We have proven this through our response to the pandemic and have recently allocated £2.7 million for labour market challenges and low carbon accelerator schemes.

This year’s Delivery Plan builds upon this work as we look to develop economic recovery in a challenging economic environment for all. We will respond swiftly to the needs of our businesses and communities in the coming months either through using our own resources or working with government to campaign for further change.

There is much to look forward to this year with further development and growth of our four game changing sectors, UK Food Valley, Defence and Security, the Humber Freeport and Energy. At the same time, LEPs are undergoing a period of transition. The Levelling Up White Paper, which was published in February 2022, stated the Government wants LEPs to integrate with Combined Authorities where they exist. For Greater Lincolnshire LEP this will mean an even closer working relationship with the local authorities. Against the backdrop of rising living and business costs, it is essential we work together to create the best economic and social outcomes for all our communities. We will position ourselves as an integral part of ‘Team Lincolnshire’ as we collectively continue creating the best economic and social opportunities for all our citizens.

The Greater Lincolnshire LEP will review this Delivery Plan on a quarterly basis to ensure that its purpose, targets, commitments and ambitions are realistic and reflective of shifting political and economic forces. We pride ourselves on our ability to be agile in our delivery work and will react in a timely manner to changing circumstances. This Delivery Plan also showcases the breadth of our offering and capability when it comes to delivering inclusive economic growth.

Finally, I am looking forward to another year of working with our Board and all of our sub boards, Enterprise Advisers and Team Lincolnshire members who commit their time and expertise to regional development, and to the dedicated Executive Team who work tirelessly to fulfil Greater Lincolnshire's mission to improve the lives and opportunities of communities and businesses in Greater Lincolnshire and Rutland.

Pat Doody
Chair
Greater Lincolnshire LEP

2. INTRODUCTION

This Annual Delivery Plan sets out the Greater Lincolnshire LEP (GLLEP) plans for delivery during FY22/23. The plan aligns with national and regional policy and strategy and provides a particular focus on the sectors most important to the Greater Lincolnshire economy.

In order to deliver on the mission to improve the lives and opportunities of communities and businesses in Greater Lincolnshire and Rutland, we have four main roles:

Advocate

Acting as a voice for the Greater Lincolnshire, our in-depth local and cross-sectoral intelligence will be key to ensuring regional priorities reflect the needs of local businesses and communities.

Enabler

Bringing together existing partners and organisations to respond to shared priorities. Our response to the pandemic has shown our strength in bringing stakeholders together to act swiftly and decisively. This will continue to be key as we move through turbulent times.

Commissioner

Using our resources to invest in priorities that support our mission. Whilst new funding streams into the GLLEP are not yet known, we continue to apply our experience and expertise to manage pipeline development and delivery of major Capital Programmes such as the FEZ's and to manage our legacy capital and revenue programmes.

Delivery Organisation

Applying our expertise, experience and systems to secure funding for programmes where Greater Lincolnshire LEP is the best placed to do so given our track record, local intelligence and experienced team resource.

In FY21/22, the GLLEP Board prioritised four areas, which continue into FY22/23:

- Our four game-changing sectors outlined in [section 5.2](#);
- Strengthening the LEP;
- Continued economic recovery;

- International trade and profile;

as well as the continued delivery of the Single Local Growth Fund (SLGF) and Getting Building Fund (GBF) capital programmes.

During the year, we successfully launched the UK Food Valley (UKFV) and are now developing a core team to drive this forward. The UKFV has already been supporting key investments into the region, including an exponential rise in glasshouse innovation and development, and we have published a suite of investment opportunities.

We played a key role in the development and submission of a full Humber Freeport business case to Government and are chairing the Humber Freeport Innovation Board.

We implemented a Defence Board and developed plans for a Greater Lincolnshire Defence and Security Network and Cluster, and we have secured a HPO in Offshore Wind, with a Ports Hub being developed with DIT.

The Visitor Economy Board was re-established and revitalised and cross-sector groups established to drive efficiencies and growth.

Our GLLEP core team has grown from 12 to 19, with additional resource and expertise focused on operations, policy, and skills.

The Business Lincolnshire Growth Hub has continued to support businesses through economic Covid recovery.

Cross cutting all growth sectors is our comprehensive work on the skills agenda and this year we have been successful in gaining Career Hub status. Skills investment is critical to drive productivity and deliver an integrated pipeline for talent, skills, and progression at all levels. In FY21/22, we successfully set up Kick Start and redundancy support groups, produced a Labour Shortage Report and developed a grant fund scheme to support this. The enhanced team has also been able to grow the Enterprise Advisor Network providing excellent business to school partnerships to enrich career understanding and access.

The FY22/23 delivery plan has been developed to further build on the successes of the previous year, continuing to drive forward development of our key sectors, promoting Greater Lincolnshire on the national and international stage, whilst developing and delivering activities to support local businesses and communities.

3. THE ROLE OF THE LEP

The role of LEPs, as defined by the UK Government Department for Business, Energy & Industrial Strategy, and the Department for Levelling Up, Housing & Communities is to:

- Provide a strong, independent and diverse local business voice;
- Carry out strategic economic planning, in partnership with local leaders, including building and maintaining a robust evidence base identifying local strengths, challenges and future opportunities and actions needed to support priority sectors, allied to the relevant Levelling Up missions;

- Deliver functions on behalf of government departments, including the delivery of Growth Hubs, international trade and investment activity, provision of local business intelligence, local digital skills partnerships, Careers Hubs, local skills analysis and monitoring and assurance of existing local growth programmes and funds for which LEPs are responsible;
- Support devolution deals where requested by local partners.

This Annual Delivery Plan demonstrates how Greater Lincolnshire LEP is fulfilling these roles, as seen in [section 6.1](#).

4. STRATEGIC CONTEXT

4.1. National policy

The recent Levelling Up White Paper (LUWP) describes twelve “missions” which will guide the UK’s approach to levelling up over the next decade:

- Living standards;
- Research & Development;
- Transport Infrastructure;
- Digital Connectivity;
- Education;
- Skills;
- Health;
- Well-being;
- Pride in Place;
- Housing;
- Crime;
- Local Leadership.

Our Annual Delivery Plan has been structured to demonstrate the relevance to those missions, as can be seen in [section 6.1](#).

4.2. Our Strategy

Greater Lincolnshire has a dispersed economy made up of distinctive market towns, coastal, rural, and urban areas, plus concentrations of industrial activity. In line with the LUWP, our Local Industrial Strategy (LIS) reflects the importance of place with plans which focus on supporting these economies to grow further and reducing disparities in health, education, job access, transport and housing.

The LIS provides a strategic focus on selected key sectors, which include our game-changers agri-food, ports and logistics, defence, and energy, as well as enabling sectors health & care and visitor economy, and these themes feature strongly in our Annual Delivery Plan.

Our Economic Plan for Growth, published in March 2021, builds on the LIS, using the principles of protecting, progressing, and prospering:

- Protecting businesses and people from pandemic impacts;
- Progressing plans and implementing funding opportunities;
- Prospering with new programmes to transform and grow the Greater Lincolnshire economy.

The Plan for Growth lays out a 1-5 year action plan which reflect the strategic aims of the LIS, and the Annual Delivery Plan for FY22/23 ensures that those actions are continued forward during this coming year, as detailed in [section 6.1](#). These include specific priorities related to place, centred around the South Humber Bank, Coastal Lincolnshire, our Rural Heartland, Greater Lincoln, and Southern Lincolnshire and Rutland.

5. PRIORITY AREAS

5.1. Strategic Themes

Our Delivery Plan for FY22/23 is structured around a set of strategic themes, which have been selected to enable us to focus on priority sectors which are important to the regional economy, as defined in our Local Industrial Strategy and Plan for Growth. Other themes provide a focus for activities which allow us to further develop the role of the GLLEP as a collaborative partner, convener of key stakeholders and provider of trusted economic and business intelligence.

- **Game Changers**
Four key sectors which we have identified as having high potential opportunities for growth and investment on a regional scale. See [section 5.2](#) for more details;
- **Enabling Sectors**
Delivering activities which support those sectors which are important to the Greater Lincolnshire economy, supported by our Strategic Advisory Boards;
- **Delivery**
Continuing delivery of our capital programmes under the Single Local Growth Fund and Getting Building Fund, including monitoring of outcomes and outputs;
- **Governance**
Ensuring we maintain the financial viability of the GLLEP and understand the scope and mandate of LEPs as we move towards possible devolution, ensuring that we remain compliant with the National Assurance Framework;

- **Collaboration**
Utilising our convening power to further enhance the role of the GLLEP as a collaborative partner;
- **Reach and Influence**
Ensuring that the GLLEP reaches as many regional businesses as possible, plays a key role in attracting inward investment to Greater Lincolnshire, and provides a current and accurate evidence base for strategic decision-making across the region, whilst being representative and inclusive for our whole business community;
- **Employment and Skills**
Delivering the Career Hub programme and providing strategic direction as the voice for Greater Lincolnshire on employment and skills.

5.2. Game Changers

The Greater Lincolnshire LEP has identified four key sectors which present game-changing, high-potential opportunities for growth, investment, and collaboration on a region-wide scale.

These are:

- **Humber Freeport**
Maximising the strategic advantages of our Humber ports and leading their transformation into one of the most smart, clean, and efficient port clusters in the world. In FY22/23, GLLEP will support the Humber Freeport via the Freeport Innovation Liaison Group, and our roles on the Humber Freeport Board and sub-groups;
- **UK Food Valley**
We continue to establish Greater Lincolnshire as the UK's Food Valley (UKFV), championing automation and resource efficiency and reducing the UK's reliance on food imports. In FY22/23, we will develop the business model for UKFV, implement the business plan and facilitate and increase inward investment enquiries;
- **Clean Growth and Green Energy**
Greater Lincolnshire will continue to capitalise on its clean growth assets by acting as a testbed for technologies in clean energy generation, storage, and distribution. In FY22/23, we will agree contracts with successful applicants to our £2.8m Clean Growth Accelerator Fund, and commission a Local Area Energy Plan for the South Lincolnshire food sector;
- **Defence & Security**
We are working to ensure Greater Lincolnshire is the first-choice location for defence-related industries, service leaders and their families. In FY22/23, we will

develop a Greater Lincolnshire Defence and Security Network of innovation-focussed defence companies and continue to engage with MoD on the creation of a recognised Greater Lincolnshire Defence and Security Cluster.

These sectors represent an opportunity to directly contribute to the Levelling Up missions, through the creation of high skilled and high paid jobs, thereby improving living standards, through continued research and development and collaboration with research activities at the University of Lincoln, and through sector investment in improved and new skills and training, utilising the work of the GLEP Career Hub to continue to make connections between business need and training provision.

6. DELIVERY

6.1. Key Performance Indicators

We have developed our strategic themes into a comprehensive set of Key Performance Indicators (KPIs) which describe the activities we will deliver during FY22/23.

Strategic Theme	KPI	Economic Strategy (LIS)	Plan for Growth 5-year priorities/outputs	Levelling Up mission(s)	LEP role			
					Business Voice	Economic Planning	Delivery functions	Support Devolution
Game Changers	Contribute to the development of the Humber Freeport	Maximise the strategic advantages of our ports	Become home to the UK's biggest freeport by volume and value of trade	Living Standards Research & Development Skills	✓	✓	✓	
	Develop the UKFV	Increase the international competitiveness of our agri-food sector	Develop a long-term UK Food Valley programme		✓	✓		
	Develop a Regional Defence & Security Cluster (RDSC)	Create a cluster of innovation focused defence companies	Develop an action plan to grow the cluster		✓	✓		
	Promote and support Clean Growth	Unlock "whole system" energy solutions Become rural testbed for new technologies	Establish delivery of Local Area Energy Plans		✓	✓		

Strategic Theme	KPI	Economic Strategy (LIS)	Plan for Growth 5-year priorities/outputs	Levelling Up mission(s)	LEP role			
					Business Voice	Economic Planning	Delivery functions	Support Devolution
Enabling Sectors	Support the growth of the manufacturing sector	Support diversification, innovation, decarbonisation and add value to the manufacturing sector	Reverse the 12% decline in manufacturing productivity, catching up with the UK average	Living Standards Research & Development Skills	✓	✓		
	Develop a cluster plan for Health & Care Enterprise	Greater Lincolnshire will become an international centre for innovation for rural H&C solutions	Health solutions developed in Greater Lincolnshire will be rolled out in rural and ageing communities across the UK		✓	✓		
	Support the growth of the visitor economy sector	Greater Lincolnshire will develop the tourism sector, levelling up and supporting some of the more deprived parts of the region by providing higher-quality and more reliable employment	Develop and take forward the actions outlined by the Greater Lincolnshire Tourism Commission		✓	✓		
Delivery	Ensure capital programmes deliver the required outputs	Develop the infrastructure needed to support business growth, connect people, and prepare for future growth	Deliver the Greater Lincolnshire Strategic Infrastructure Delivery Plan	Transport			✓	
	Ensure monies are in place for completion of capital programmes			Pride in Place Housing			✓	
	Address the labour market challenges	Enable all residents to reach their potential in the local labour market	The number of claimants will be back down below 3% in all districts by supporting quality jobs with career progression	Skills	✓		✓	

Strategic Theme	KPI	Economic Strategy (LIS)	Plan for Growth 5-year priorities/outputs	Levelling Up mission(s)	LEP role			
					Business Voice	Economic Planning	Delivery functions	Support Devolution
Governance	Determine the future scope and mandate of the LEP	N/A	N/A	N/A		✓		
	Sustain the financial viability of the LEP					✓	✓	
Collaboration	Grow measurable partnership activity	Maximise local benefits of pan-regional work and resource	Collaborate with partners wherever necessary to achieve goals	Living Standards	✓	✓		
	Provide an independent business voice during devolution planning			Local Leadership	✓			✓
Reach & Influence	Deliver the comms and marketing strategy	N/A	N/A	Living Standards	✓			
	Support SMEs via Growth Hub	Support high growth potential scale-ups and start-ups	All businesses will be operating in a connected environment, supported by a package of business services				✓	
	Encourage investment via Team Lincolnshire	Engage the global economy	Draw in inward investment and increase market access through a local internationalisation strategy Grow the Team Lincolnshire ambassador network				✓	
	Enhance the strategic evidence base	Ensure strategy is developed on the back of a strong evidence base	Enable real-time monitoring of the economic situation			✓		

Strategic Theme	KPI	Economic Strategy (LIS)	Plan for Growth 5-year priorities/outputs	Levelling Up mission(s)	LEP role			
					Business Voice	Economic Planning	Delivery functions	Support Devolution
Employment & Skills	Deliver the ESAP Action Plan	Support people to return to, progress within, and remain in work Help young people see and take advantage of opportunities Develop more detailed and localised labour market information Design local programmes to address skills gaps	Swift and effective implementation of Government employment and skills schemes Expand work with schools to ensure strong links with sectors and local employers	Skills	✓		✓	
	Deliver the Career Hub Programme						✓	
	Provide strategic direction for employment and skills as the voice of Greater Lincolnshire and the LEP				✓			
	Enhance the visibility of employment and skills evidence and activity				✓		✓	

6.2. Resources 22/23

The Annual Delivery Plan for FY22/23 is primarily funded from Government core funding, cash balances and Lincolnshire County Council with additional Skills Advisory Panel funding from DfE.

The Career Hub budget is funded by the Careers and Enterprise Company (CEC) and Local Authorities. Funding is provided on the basis of academic years, therefore funding is currently available to end August 2022 as shown below, with funding for the 22/23 academic year in place by August 2022.

CORE INCOME

Government core funding	£375,000
LCC match funding	£344,105
LEP cash balances	£539,295
DfE income	£55,000
LCC reserves	£125,522
TOTAL	£1,438,922

CORE EXPENDITURE

Staffing	£676,708
Company costs	£126,059
Game Changer Development	£101,000
Other Delivery Plan	£535,155
TOTAL	£1,438,922

CAREER HUB (to August 2022)

Income	£243,864
Expenditure	£239,652

CAPITAL AND GRANT PROGRAMMES

Capital Programme Expenditure	£10,641,276
Clean Growth Accelerator Fund	£2,800,000
Labour Market Challenge Fund	£1,700,000

7. GOVERNANCE

7.1. Accountability and transparency

Our Assurance Framework, updated in 2022, remains at the core of our governance. We will continue to take the actions required to remain compliant with the Government's and our Accountable Body's advice, guidance, and best practice. This will include work on Director and Strategic Advisory Board recruitment, retention and succession planning, to ensure we continue to have the required mix of representation and expertise on all our Boards and Committees.

We will review and update our policies as scheduled throughout FY22/23, as part of our commitment to continuous improvement, high standards of transparency and effective governance.

Our Assurance Framework and other documents relating to our governance are available on [our website](#). All GLLEP Board minutes and decisions are also published on our website, in accordance with our Assurance Framework.

As part of our ongoing commitment to continuous improvement and the highest standards of stewardship of public funding and policy, we are committed to ongoing scrutiny and will continue this in FY22/23. An independent review of LEP strategy, governance and delivery is led by the Greater Lincolnshire Joint Strategic Oversight Committee.

7.2. Performance monitoring

We have developed a detailed set of metrics against which we will carry out quarterly performance monitoring of delivery against the KPIs detailed in this delivery plan. Performance will be reported to the GLLEP Board via a "Director's Dashboard" and subsequently published on our website.

We will continue with performance monitoring and reporting of capital programme delivery, outputs, and outcomes, as detailed in our Assurance Framework.

7.3. Risk management

Risks will be managed in line with our risk management plan. Our risk register has been revised and updated to reflect risks relating to both the strategic landscape in which the GLLEP operates, and specific risks relating to the delivery plan and KPIs. These are reviewed at least quarterly and are scrutinised by the GLLEP Finance and Audit Committee and the GLLEP Board. Our Risk Register will be published quarterly as part of the Finance and Audit Committee papers, and a summary will be included each quarter as part of the Director's Dashboard performance reporting.